

# REVENUE BUDGET



**2016-17**

Departmental



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## Council Tax - Statement of Charges



	2015/2016	2016/2017
Council Tax Charge (Band D)	£1,178	£1,178

### Council Tax Bands A - H

Band	Valuation Band	% of Band D	2015/2016 Council Tax £	2016/2017 Council Tax £
A	Under £27,000	67%	785.33	785.33
B	£27,000 to £35,000	78%	916.22	916.22
C	£35,000 to £45,000	89%	1,047.11	1,047.11
D	£45,000 to £58,000	100%	1,178.00	1,178.00
E	£58,000 to £80,000	122%	1,439.78	1,439.78
F	£80,000 to £106,000	144%	1,701.56	1,701.56
G	£106,000 to £212,000	167%	1,963.33	1,963.33
H	Over £212,000	200%	2,356.00	2,356.00

## Summary of Estimates of Revenue Accounts



Approved  
Budget  
2015/2016  
£'000

Approved  
Budget  
2016/2017  
£'000

### Departmental - Objective Summary

2,186	Chief Executive's Unit	1,964
81,842	Community Services	81,251
57,049	Integration Services	55,550
39,663	Customer Services	39,321
31,569	Development and Infrastructure Services	29,820
<b>212,309</b>	<b>Total Departmental Budgets</b>	<b>207,906</b>
1,349	Joint Boards	1,370
20,265	Loan Charges	19,265
1,032	Insurance	1,031
4,582	Non-Domestic Rates	4,608
4,694	Other Operating Income and Expenditure	3,769
<b>31,922</b>	<b>Total Non-Departmental Budgets</b>	<b>30,043</b>
<b>244,231</b>	<b>Total Net Expenditure</b>	<b>237,949</b>
154	Budgeted Contribution to/(from) General Fund Reserves	(573)
<b>244,385</b>	<b>Total Cash Requirement</b>	<b>237,376</b>
	<b><u>To Be Financed By:</u></b>	
203,485	Aggregate External Finance	196,176
40,900	Local Tax Requirement	41,200
<b>244,385</b>	<b>Total Funding</b>	<b>237,376</b>
<b>0</b>	<b>Balance</b>	<b>0</b>
<b>£1,178</b>	<b>Band D Equivalent Council Tax Rate</b>	<b>£1,178</b>
<b>0.00%</b>	<b>% Increase in Council Tax</b>	<b>0.00%</b>

## Summary of Estimates of Revenue Accounts



Approved  
Budget  
2015/2016

£'000

### Departmental - Subjective Summary

Approved  
Budget  
2016/2017

£'000

136,343	Employee Expenses	138,409
16,530	Premises Expenses	16,127
23,432	Supplies and Services	17,336
20,965	Transport Costs	19,246
104,476	Third Party Payments	100,835
24,894	Transfer Payments	24,768
20,424	Capital Financing	19,423
<b>347,064</b>	<b>Total Gross Expenditure</b>	<b>336,144</b>
(102,679)	Income	(98,768)
<b>244,385</b>	<b>Total Net Expenditure</b>	<b>237,376</b>





# Chief Executive's Unit

## Section 2

## Chief Executive's Unit



<b>Approved 2015/2016 £</b>	<b>Objective Summary</b>	<b>Approved 2016/2017 £</b>
279,197	Chief Executive	190,530
1,906,515	Head of Strategic Finance	1,774,133
<b>2,185,712</b>	<b>Total Net Expenditure</b>	<b>1,964,663</b>

## Chief Executive's Unit



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
2,195,966	Employee Expenses	1,972,442
350	Premises Related Expenditure	350
48,774	Supplies & Services	93,609
22,835	Transport Related Expenditure	14,475
24,957	Third Party Payments	9,957
(107,170)	Income	(126,170)
<b>2,185,712</b>	<b>Total Net Expenditure</b>	<b>1,964,663</b>

# Chief Executive's Unit

## Chief Executive



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
270,774	Direct Employee Expenses	182,553
877	Indirect Employee Expenses	877
<b>271,651</b>	<b>Employee Expenses</b>	<b>183,430</b>
900	Printing Stationery & General Office Expenses	900
489	Communications & Computing	489
1,000	Expenses	1,000
700	Miscellaneous	700
<b>3,089</b>	<b>Supplies &amp; Services</b>	<b>3,089</b>
1,927	Contract Hire & Operating Leases	1,927
300	Public Transport	300
2,230	Car Allowances	1,784
<b>4,457</b>	<b>Transport Related Expenditure</b>	<b>4,011</b>
<b>279,197</b>	<b>Total Gross Expenditure</b>	<b>190,530</b>

# Chief Executive's Unit

## Chief Executive



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>279,197</b>	<b>Total Net Expenditure</b>	<b>190,530</b>

# Chief Executive's Unit

## Head of Strategic Finance



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
1,911,523	Direct Employee Expenses	1,776,220
12,792	Indirect Employee Expenses	12,792
<b>1,924,315</b>	<b>Employee Expenses</b>	<b>1,789,012</b>
350	Cleaning & Domestic Services	350
<b>350</b>	<b>Premises Related Expenditure</b>	<b>350</b>
9,588	Equipment Furniture & Materials	9,588
10,312	Printing Stationery & General Office Expenses	10,312
8,499	Communications & Computing	8,199
2,259	Expenses	2,259
6,200	Grants & Subscriptions	6,200
8,827	Miscellaneous	53,962
<b>45,685</b>	<b>Supplies &amp; Services</b>	<b>90,520</b>
864	Contract Hire & Operating Leases	237
764	Public Transport	764
16,750	Car Allowances	9,463
<b>18,378</b>	<b>Transport Related Expenditure</b>	<b>10,464</b>
1,500	Other Local Authorities	1,500
23,457	Private Contractors	8,457
<b>24,957</b>	<b>Third Party Payments</b>	<b>9,957</b>
<b>2,013,685</b>	<b>Total Gross Expenditure</b>	<b>1,900,303</b>

# Chief Executive's Unit

## Head of Strategic Finance



<b>Approved 2015/2016 £</b>	<b>Subjective Summary</b>	<b>Approved 2016/2017 £</b>
(107,170)	Internal Income	(126,170)
<b>(107,170)</b>	<b>Income</b>	<b>(126,170)</b>
<b>(107,170)</b>	<b>Total Income</b>	<b>(126,170)</b>
<b>1,906,515</b>	<b>Total Net Expenditure</b>	<b>1,774,133</b>





## Section 3

## Community Services



Approved 2015/2016 £	Objective Summary	Approved 2016/2017 £
(200,761)	Executive Director of Community Services	165,904
9,781,523	Head of Community and Culture	9,100,387
72,291,515	Head of Education	71,984,575
<b>81,872,276</b>	<b>Total Net Expenditure</b>	<b>81,250,866</b>



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
63,580,829	Employee Expenses	64,698,166
5,195,378	Premises Related Expenditure	4,956,054
7,097,413	Supplies & Services	5,919,462
481,759	Transport Related Expenditure	433,482
15,956,096	Third Party Payments	13,342,275
(11,533,551)	Income	(9,067,438)
1,094,353	Transfer Payments	968,866
<b>81,872,276</b>	<b>Total Net Expenditure</b>	<b>81,250,866</b>

# Community Services

## Executive Director of Community Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(211,490)	Direct Employee Expenses	157,336
340	Indirect Employee Expenses	340
<b>(211,150)</b>	<b>Employee Expenses</b>	<b>157,676</b>
350	Printing Stationery & General Office Expenses	350
322	Communications & Computing	322
384	Expenses	384
2,000	Miscellaneous	2,000
<b>3,056</b>	<b>Supplies &amp; Services</b>	<b>3,056</b>
172	Direct Transport Costs	172
1,927	Contract Hire & Operating Leases	0
1,215	Car Allowances	981
<b>3,314</b>	<b>Transport Related Expenditure</b>	<b>1,153</b>
4,019	Other Establishments	4,019
<b>4,019</b>	<b>Third Party Payments</b>	<b>4,019</b>
<b>(200,761)</b>	<b>Total Gross Expenditure</b>	<b>165,904</b>

# Community Services

Executive Director of Community Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>(200,761)</b>	<b>Total Net Expenditure</b>	<b>165,904</b>

# Community Services

## Head of Community and Culture



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
6,303,210	Direct Employee Expenses	6,314,009
56,139	Indirect Employee Expenses	54,621
<b>6,359,349</b>	<b>Employee Expenses</b>	<b>6,368,630</b>
533,169	Buildings & Plant	528,742
616,579	Energy Costs	617,434
46,810	Rents	38,810
22,626	Rates	22,626
120,464	Water Services	120,623
196,413	Cleaning & Domestic Services	194,204
1,695	Grounds Maintenance Costs	1,837
<b>1,537,757</b>	<b>Premises Related Expenditure</b>	<b>1,524,276</b>
345,237	Equipment Furniture & Materials	344,304
1,055	Catering	1,055
9,665	Clothing Uniforms & Laundry	9,665
70,233	Printing Stationery & General Office Expenses	68,076
11,446	Services	11,501
223,816	Communications & Computing	205,724
26,155	Expenses	25,830
4,666	Grants & Subscriptions	4,666
228,480	Miscellaneous	(78,806)
<b>920,753</b>	<b>Supplies &amp; Services</b>	<b>592,015</b>
35,551	Direct Transport Costs	35,551
106,536	Contract Hire & Operating Leases	95,758
7,396	Public Transport	7,396
98,170	Car Allowances	83,354
<b>247,653</b>	<b>Transport Related Expenditure</b>	<b>222,058</b>
10,573	Independent Units within the Council	11,590
13,367	Health Authorities	0
884,903	Voluntary Associations	771,337
2,926,499	Other Establishments	3,257,625
4,308,956	Private Contractors	1,963,541
<b>8,144,299</b>	<b>Third Party Payments</b>	<b>6,004,094</b>
964,353	Transfer Payment - Homeless	877,866
<b>964,353</b>	<b>Transfer Payments</b>	<b>877,866</b>
<b>18,174,163</b>	<b>Total Gross Expenditure</b>	<b>15,588,939</b>

# Community Services

## Head of Community and Culture



<b>Approved 2015/2016 £</b>	<b>Subjective Summary</b>	<b>Approved 2016/2017 £</b>
(2,126,226)	Customer & Client Receipts	(2,291,191)
(1,280,083)	Government Grants	(1,585,374)
(4,910,267)	Other Grants Reimbursements & Contributions	(2,532,923)
(19,518)	Interest	(19,518)
(56,546)	Internal Income	(59,546)
<b>(8,392,640)</b>	<b>Income</b>	<b>(6,488,552)</b>
<b>(8,392,640)</b>	<b>Total Income</b>	<b>(6,488,552)</b>
<b>9,781,523</b>	<b>Total Net Expenditure</b>	<b>9,100,387</b>

# Community Services

## Head of Education



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
57,322,855	Direct Employee Expenses	58,161,003
109,775	Indirect Employee Expenses	10,856
<b>57,432,630</b>	<b>Employee Expenses</b>	<b>58,171,859</b>
1,022,631	Buildings & Plant	773,631
1,299,878	Energy Costs	1,299,569
20,145	Rents	7,616
8,130	Rates	8,130
236,108	Water Services	236,108
0	Other Property Costs	0
965,715	Cleaning & Domestic Services	992,940
105,015	Grounds Maintenance Costs	113,785
<b>3,657,621</b>	<b>Premises Related Expenditure</b>	<b>3,431,778</b>
1,359,371	Equipment Furniture & Materials	1,337,733
4,009,735	Catering	4,105,760
4,500	Clothing Uniforms & Laundry	1,000
54,272	Printing Stationery & General Office Expenses	50,496
236,595	Services	183,379
266,673	Communications & Computing	241,965
22,667	Expenses	21,667
2,394	Grants & Subscriptions	1,484
217,397	Miscellaneous	(619,094)
<b>6,173,604</b>	<b>Supplies &amp; Services</b>	<b>5,324,391</b>
2,270	Direct Transport Costs	2,270
51,264	Contract Hire & Operating Leases	52,572
25,184	Public Transport	23,734
152,074	Car Allowances	131,694
<b>230,792</b>	<b>Transport Related Expenditure</b>	<b>210,271</b>
2,895,661	Independent Units within the Council	2,723,188
15,652	Health Authorities	13,152
494,785	Government Departments	494,785
1,722,039	Voluntary Associations	1,520,874
2,514,588	Other Establishments	2,458,073
56,396	Private Contractors	15,433
108,657	Other Agencies	108,657
<b>7,807,778</b>	<b>Third Party Payments</b>	<b>7,334,162</b>
130,000	Transfer Payment - School Children & Students	91,000
<b>130,000</b>	<b>Transfer Payments</b>	<b>91,000</b>
<b>75,432,425</b>	<b>Total Gross Expenditure</b>	<b>74,563,460</b>



# Community Services

Head of Education



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(1,833,522)	Customer & Client Receipts	(1,576,683)
(529,853)	Government Grants	(517,792)
(614,399)	Other Grants Reimbursements & Contributions	(270,934)
(163,137)	Internal Income	(213,477)
<b>(3,140,911)</b>	<b>Income</b>	<b>(2,578,886)</b>
<b>(3,140,911)</b>	<b>Total Income</b>	<b>(2,578,886)</b>
<b>72,291,515</b>	<b>Total Net Expenditure</b>	<b>71,984,575</b>



## Section 4

## Integration Services



<b>Approved 2015/2016 £</b>	<b>Objective Summary</b>	<b>Approved 2016/2017 £</b>
383,927	Chief Officer Integration	(1,667,351)
44,168,117	Head of Adult Care	43,161,117
12,496,746	Head of Children and Families	14,056,484
<b>57,048,790</b>	<b>Total Net Expenditure</b>	<b>55,550,250</b>

# Integration Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
24,312,411	Employee Expenses	25,108,286
1,028,048	Premises Related Expenditure	992,819
1,473,677	Supplies & Services	(93,167)
934,982	Transport Related Expenditure	877,034
38,827,870	Third Party Payments	39,089,767
(9,528,197)	Income	(10,424,489)
<b>57,048,790</b>	<b>Total Net Expenditure</b>	<b>55,550,250</b>

# Integration Services

## Chief Officer Integration



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Direct Employee Expenses	(459,104)
9,000	Indirect Employee Expenses	9,000
<b>9,000</b>	<b>Employee Expenses</b>	<b>(450,104)</b>
254,868	Buildings & Plant	230,868
480	Cleaning & Domestic Services	480
<b>255,348</b>	<b>Premises Related Expenditure</b>	<b>231,348</b>
6,939	Equipment Furniture & Materials	6,939
5,846	Printing Stationery & General Office Expenses	5,846
100,170	Communications & Computing	99,058
100	Grants & Subscriptions	100
6,524	Miscellaneous	(1,560,537)
<b>119,579</b>	<b>Supplies &amp; Services</b>	<b>(1,448,594)</b>
<b>383,927</b>	<b>Total Gross Expenditure</b>	<b>(1,667,351)</b>

# Integration Services

## Chief Officer Integration



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>383,927</b>	<b>Total Net Expenditure</b>	<b>(1,667,351)</b>

# Integration Services

## Head of Adult Care



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
16,418,967	Direct Employee Expenses	16,155,384
21,844	Indirect Employee Expenses	21,978
<b>16,440,811</b>	<b>Employee Expenses</b>	<b>16,177,362</b>
8,814	Buildings & Plant	8,814
310,831	Energy Costs	310,831
29,606	Rents	29,852
2,190	Rates	2,190
35,952	Water Services	35,952
4,502	Fixtures & Fittings	4,502
19,869	Other Property Costs	3,957
59,377	Cleaning & Domestic Services	60,903
3,897	Grounds Maintenance Costs	4,209
<b>475,037</b>	<b>Premises Related Expenditure</b>	<b>461,209</b>
591,552	Equipment Furniture & Materials	591,552
206,665	Catering	204,665
18,885	Clothing Uniforms & Laundry	20,835
13,607	Printing Stationery & General Office Expenses	13,495
53,025	Services	50,983
55,253	Communications & Computing	51,852
37,414	Expenses	40,202
35,109	Miscellaneous	34,326
<b>1,011,510</b>	<b>Supplies &amp; Services</b>	<b>1,007,911</b>
66,824	Direct Transport Costs	42,643
183,193	Contract Hire & Operating Leases	228,366
41,369	Public Transport	48,189
374,535	Car Allowances	308,741
<b>665,921</b>	<b>Transport Related Expenditure</b>	<b>627,939</b>
239,926	Independent Units within the Council	240,141
75,766	Other Local Authorities	75,766
1,349,363	Health Authorities	966,454
553,199	Voluntary Associations	677,291
31,859,690	Other Establishments	32,317,485
695	Private Contractors	0
3,285	Other Agencies	3,285
<b>34,081,924</b>	<b>Third Party Payments</b>	<b>34,280,422</b>
<b>52,675,203</b>	<b>Total Gross Expenditure</b>	<b>52,554,843</b>



# Integration Services

## Head of Adult Care



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(8,419,499)	Customer & Client Receipts	(9,169,136)
(86,000)	Other Grants Reimbursements & Contributions	(223,003)
(1,587)	Internal Income	(1,587)
<b>(8,507,086)</b>	<b>Income</b>	<b>(9,393,726)</b>
<b>(8,507,086)</b>	<b>Total Income</b>	<b>(9,393,726)</b>
<b>44,168,117</b>	<b>Total Net Expenditure</b>	<b>43,161,117</b>

# Integration Services

## Head of Children and Families



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
7,860,845	Direct Employee Expenses	9,379,274
1,754	Indirect Employee Expenses	1,754
<b>7,862,599</b>	<b>Employee Expenses</b>	<b>9,381,028</b>
105,132	Energy Costs	108,382
139,761	Rents	137,361
20,715	Water Services	20,715
2,553	Fixtures & Fittings	2,553
26,412	Cleaning & Domestic Services	27,901
3,091	Grounds Maintenance Costs	3,350
<b>297,663</b>	<b>Premises Related Expenditure</b>	<b>300,262</b>
56,338	Equipment Furniture & Materials	56,338
121,211	Catering	119,711
1,015	Clothing Uniforms & Laundry	1,015
49,138	Printing Stationery & General Office Expenses	49,138
39,850	Services	39,850
40,950	Communications & Computing	37,247
16,794	Expenses	16,794
22,204	Grants & Subscriptions	22,204
(4,912)	Miscellaneous	5,219
<b>342,588</b>	<b>Supplies &amp; Services</b>	<b>347,516</b>
31,096	Direct Transport Costs	30,596
80,816	Contract Hire & Operating Leases	79,942
11,067	Public Transport	11,067
146,082	Car Allowances	127,490
<b>269,061</b>	<b>Transport Related Expenditure</b>	<b>249,095</b>
23,972	Independent Units within the Council	23,972
4,000	Other Local Authorities	4,000
73,266	Health Authorities	73,266
2,546,397	Other Establishments	2,586,415
2,098,311	Other Agencies	2,121,693
<b>4,745,946</b>	<b>Third Party Payments</b>	<b>4,809,346</b>
<b>13,517,857</b>	<b>Total Gross Expenditure</b>	<b>15,087,247</b>

# Integration Services

## Head of Children and Families



<b>Approved 2015/2016 £</b>	<b>Subjective Summary</b>	<b>Approved 2016/2017 £</b>
(1,021,111)	Customer & Client Receipts	(1,030,763)
<b>(1,021,111)</b>	<b>Income</b>	<b>(1,030,763)</b>
<b>(1,021,111)</b>	<b>Total Income</b>	<b>(1,030,763)</b>
<b>12,496,746</b>	<b>Total Net Expenditure</b>	<b>14,056,484</b>



# Customer Services

## Section 5

## Customer Services



<b>Approved 2015/2016 £</b>	<b>Objective Summary</b>	<b>Approved 2016/2017 £</b>
13,404,195	Executive Director of Customer Services	13,378,630
7,978,422	Head of Customer and Support Services	8,312,802
13,021,105	Head of Facility Services	12,243,385
2,125,914	Head of Governance and Law	2,181,850
3,363,299	Head of Improvement and HR	3,204,626
<b>39,892,935</b>	<b>Total Net Expenditure</b>	<b>39,321,292</b>

## Customer Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
19,987,576	Employee Expenses	20,319,208
1,666,286	Premises Related Expenditure	1,599,247
5,887,272	Supplies & Services	4,952,124
7,439,120	Transport Related Expenditure	6,419,401
23,696,455	Third Party Payments	23,971,822
(42,583,394)	Income	(41,740,130)
23,799,621	Transfer Payments	23,799,621
<b>39,892,935</b>	<b>Total Net Expenditure</b>	<b>39,321,292</b>

# Customer Services

## Executive Director of Customer Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
332,476	Direct Employee Expenses	295,988
4,250	Indirect Employee Expenses	5,250
<b>336,726</b>	<b>Employee Expenses</b>	<b>301,238</b>
200	Cleaning & Domestic Services	200
<b>200</b>	<b>Premises Related Expenditure</b>	<b>200</b>
3,075	Equipment Furniture & Materials	1,500
8,575	Printing Stationery & General Office Expenses	11,933
9,813	Communications & Computing	6,026
1,200	Expenses	1,200
19,422	Grants & Subscriptions	19,422
3,188	Miscellaneous	3,688
<b>45,274</b>	<b>Supplies &amp; Services</b>	<b>43,770</b>
300	Direct Transport Costs	600
224	Public Transport	224
10,590	Car Allowances	9,403
<b>11,114</b>	<b>Transport Related Expenditure</b>	<b>10,227</b>
12,000	Independent Units within the Council	12,000
15,023,338	Other Establishments	15,082,054
94,878	Private Contractors	94,878
<b>15,130,216</b>	<b>Third Party Payments</b>	<b>15,188,932</b>
<b>15,523,530</b>	<b>Total Gross Expenditure</b>	<b>15,544,366</b>



## Customer Services

Executive Director of Customer Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(2,119,335)	Recharges to Other Services	(2,165,736)
<b>(2,119,335)</b>	<b>Income</b>	<b>(2,165,736)</b>
<b>(2,119,335)</b>	<b>Total Income</b>	<b>(2,165,736)</b>
<b>13,404,195</b>	<b>Total Net Expenditure</b>	<b>13,378,630</b>

# Customer Services



## Head of Customer and Support Services

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
6,873,586	Direct Employee Expenses	6,964,497
63,785	Indirect Employee Expenses	58,786
<b>6,937,371</b>	<b>Employee Expenses</b>	<b>7,023,283</b>
6,500	Buildings & Plant	2,500
1,433	Energy Costs	1,433
419	Cleaning & Domestic Services	429
<b>8,352</b>	<b>Premises Related Expenditure</b>	<b>4,362</b>
319,164	Equipment Furniture & Materials	318,764
156,207	Printing Stationery & General Office Expenses	134,264
22,050	Services	22,050
2,004,080	Communications & Computing	1,762,313
17,975	Expenses	17,975
4,155	Grants & Subscriptions	4,155
178,344	Miscellaneous	66,140
<b>2,701,975</b>	<b>Supplies &amp; Services</b>	<b>2,325,661</b>
4,047	Direct Transport Costs	3,918
10,632	Contract Hire & Operating Leases	2,556
6,593	Public Transport	6,380
106,464	Car Allowances	83,318
<b>127,736</b>	<b>Transport Related Expenditure</b>	<b>96,172</b>
172,021	Other Establishments	877,021
32,000	Private Contractors	34,000
84,165	Other Agencies	50,165
<b>288,185</b>	<b>Third Party Payments</b>	<b>961,185</b>
23,799,621	Transfer Payment - Housing Benefits	23,799,621
<b>23,799,621</b>	<b>Transfer Payments</b>	<b>23,799,621</b>
<b>33,863,241</b>	<b>Total Gross Expenditure</b>	<b>34,210,284</b>

# Customer Services

## Head of Customer and Support Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(1,265,370)	Customer & Client Receipts	(1,405,464)
(23,896,482)	Government Grants	(23,729,052)
(391,126)	Other Grants Reimbursements & Contributions	(391,126)
(331,841)	Internal Income	(371,841)
<b>(25,884,818)</b>	<b>Income</b>	<b>(25,897,482)</b>
<b>(25,884,818)</b>	<b>Total Income</b>	<b>(25,897,482)</b>
<b>7,978,422</b>	<b>Total Net Expenditure</b>	<b>8,312,802</b>

# Customer Services

## Head of Facility Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
7,530,993	Direct Employee Expenses	7,921,506
30,982	Indirect Employee Expenses	31,180
<b>7,561,975</b>	<b>Employee Expenses</b>	<b>7,952,686</b>
545,804	Buildings & Plant	511,110
533,724	Energy Costs	531,589
18,000	Rents	18,000
84,204	Water Services	82,691
173,562	Other Property Costs	136,888
268,760	Cleaning & Domestic Services	278,962
21,479	Grounds Maintenance Costs	23,554
<b>1,645,533</b>	<b>Premises Related Expenditure</b>	<b>1,582,794</b>
199,748	Equipment Furniture & Materials	192,575
1,392,204	Catering	1,691,670
23,202	Clothing Uniforms & Laundry	16,803
48,244	Printing Stationery & General Office Expenses	55,327
12,406	Services	12,969
83,724	Communications & Computing	79,367
12,223	Expenses	13,873
2,514	Grants & Subscriptions	5,334
868,449	Miscellaneous	(11,596)
<b>2,642,715</b>	<b>Supplies &amp; Services</b>	<b>2,056,324</b>
260,966	Direct Transport Costs	196,274
6,744,897	Contract Hire & Operating Leases	5,841,446
29,619	Public Transport	29,619
153,765	Car Allowances	146,142
<b>7,189,247</b>	<b>Transport Related Expenditure</b>	<b>6,213,481</b>
2,600	Independent Units within the Council	2,600
53,400	Other Establishments	53,400
7,329,068	Private Contractors	6,889,497
800,705	Other Agencies	787,705
<b>8,185,773</b>	<b>Third Party Payments</b>	<b>7,733,201</b>
<b>27,225,242</b>	<b>Total Gross Expenditure</b>	<b>25,538,486</b>

# Customer Services

## Head of Facility Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(5,188,320)	Customer & Client Receipts	(5,244,284)
(40,000)	Government Grants	(40,000)
(5,998)	Other Grants Reimbursements & Contributions	(5,998)
(8,969,819)	Internal Income	(8,004,820)
<b>(14,204,137)</b>	<b>Income</b>	<b>(13,295,102)</b>
<b>(14,204,137)</b>	<b>Total Income</b>	<b>(13,295,102)</b>
<b>13,021,105</b>	<b>Total Net Expenditure</b>	<b>12,243,385</b>

# Customer Services

## Head of Governance and Law



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
2,026,379	Direct Employee Expenses	2,089,443
24,105	Indirect Employee Expenses	18,979
<b>2,050,484</b>	<b>Employee Expenses</b>	<b>2,108,422</b>
7,867	Energy Costs	6,746
341	Water Services	171
2,172	Cleaning & Domestic Services	2,351
<b>10,381</b>	<b>Premises Related Expenditure</b>	<b>9,268</b>
26,010	Equipment Furniture & Materials	25,075
100	Clothing Uniforms & Laundry	140
49,930	Printing Stationery & General Office Expenses	52,141
9,550	Services	9,420
121,674	Communications & Computing	123,772
6,116	Expenses	6,396
30,645	Grants & Subscriptions	29,611
58,678	Miscellaneous	55,868
<b>302,703</b>	<b>Supplies &amp; Services</b>	<b>302,424</b>
8,450	Direct Transport Costs	8,450
10,023	Contract Hire & Operating Leases	9,035
4,133	Public Transport	4,133
47,684	Car Allowances	43,062
<b>70,290</b>	<b>Transport Related Expenditure</b>	<b>64,680</b>
3,000	Independent Units within the Council	3,000
5,405	Joint Authorities	5,405
10,000	Other Establishments	10,000
9,840	Other Agencies	9,840
<b>28,245</b>	<b>Third Party Payments</b>	<b>28,245</b>
<b>2,462,103</b>	<b>Total Gross Expenditure</b>	<b>2,513,039</b>

# Customer Services

## Head of Governance and Law



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(336,188)	Customer & Client Receipts	(331,188)
<b>(336,188)</b>	<b>Income</b>	<b>(331,188)</b>
<b>(336,188)</b>	<b>Total Income</b>	<b>(331,188)</b>
<b>2,125,914</b>	<b>Total Net Expenditure</b>	<b>2,181,850</b>

# Customer Services

## Head of Improvement and HR



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
2,901,712	Direct Employee Expenses	2,731,402
199,308	Indirect Employee Expenses	202,178
<b>3,101,020</b>	<b>Employee Expenses</b>	<b>2,933,580</b>
1,500	Buildings & Plant	1,500
320	Cleaning & Domestic Services	1,123
<b>1,820</b>	<b>Premises Related Expenditure</b>	<b>2,623</b>
20,793	Equipment Furniture & Materials	20,793
22,585	Printing Stationery & General Office Expenses	23,032
111,946	Communications & Computing	139,263
15,096	Expenses	15,534
2,190	Grants & Subscriptions	940
21,995	Miscellaneous	24,384
<b>194,605</b>	<b>Supplies &amp; Services</b>	<b>223,946</b>
1,700	Direct Transport Costs	1,700
5,355	Contract Hire & Operating Leases	1,710
2,966	Public Transport	3,008
30,712	Car Allowances	28,423
<b>40,733</b>	<b>Transport Related Expenditure</b>	<b>34,841</b>
48	Government Departments	48
800	Voluntary Associations	800
59,688	Other Establishments	55,657
600	Private Contractors	600
2,900	Other Agencies	3,153
<b>64,036</b>	<b>Third Party Payments</b>	<b>60,258</b>
<b>3,402,214</b>	<b>Total Gross Expenditure</b>	<b>3,255,248</b>



# Customer Services

## Head of Improvement and HR



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(38,915)	Customer & Client Receipts	(32,915)
0	Other Grants Reimbursments & Contributions	(17,707)
<b>(38,915)</b>	<b>Income</b>	<b>(50,622)</b>
<b>(38,915)</b>	<b>Total Income</b>	<b>(50,622)</b>
<b>3,363,299</b>	<b>Total Net Expenditure</b>	<b>3,204,626</b>



# Development and Infrastructure Services

## Section 6

## Development and Infrastructure Services



<b>Approved 2015/2016 £</b>	<b>Objective Summary</b>	<b>Approved 2016/2017 £</b>
1,775,944	Executive Director of Development and Infrastructure Services	1,292,348
3,417,674	Head of Economic Development	3,778,924
3,344,762	Head of Planning and Regulatory Services	3,102,240
22,771,080	Head of Roads and Amenity Services	21,647,016
<b>31,309,460</b>	<b>Total Net Expenditure</b>	<b>29,820,527</b>

# Development and Infrastructure Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
23,518,886	Employee Expenses	23,788,929
3,168,560	Premises Related Expenditure	3,119,455
7,215,229	Supplies & Services	5,423,672
11,827,821	Transport Related Expenditure	11,457,850
24,463,047	Third Party Payments	22,980,255
158,891	Capital Costs	158,891
(39,042,973)	Income	(37,108,525)
<b>31,309,460</b>	<b>Total Net Expenditure</b>	<b>29,820,527</b>

# Development and Infrastructure Services

Executive Director of Development and Infrastructure Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
1,536,820	Direct Employee Expenses	1,062,207
99,331	Indirect Employee Expenses	99,332
<b>1,636,151</b>	<b>Employee Expenses</b>	<b>1,161,539</b>
250	Cleaning & Domestic Services	250
<b>250</b>	<b>Premises Related Expenditure</b>	<b>250</b>
19,033	Equipment Furniture & Materials	19,033
69,201	Printing Stationery & General Office Expenses	69,354
86,120	Communications & Computing	101,007
2,061	Expenses	1,901
1,336	Miscellaneous	1,336
<b>177,751</b>	<b>Supplies &amp; Services</b>	<b>192,631</b>
20	Direct Transport Costs	20
32	Contract Hire & Operating Leases	15
1,029	Public Transport	954
9,672	Car Allowances	5,771
<b>10,753</b>	<b>Transport Related Expenditure</b>	<b>6,760</b>
11,351	Independent Units within the Council	11,914
1,130	Other Establishments	1,130
<b>12,481</b>	<b>Third Party Payments</b>	<b>13,044</b>
<b>1,837,385</b>	<b>Total Gross Expenditure</b>	<b>1,374,223</b>

# Development and Infrastructure Services

Executive Director of Development and Infrastructure Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(1,912)	Customer & Client Receipts	(1,912)
(59,530)	Internal Income	(79,963)
<b>(61,442)</b>	<b>Income</b>	<b>(81,875)</b>
<b>(61,442)</b>	<b>Total Income</b>	<b>(81,875)</b>
<b>1,775,944</b>	<b>Total Net Expenditure</b>	<b>1,292,348</b>

# Development and Infrastructure Services

## Head of Economic Development



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
1,833,883	Direct Employee Expenses	2,189,629
24,202	Indirect Employee Expenses	24,202
<b>1,858,085</b>	<b>Employee Expenses</b>	<b>2,213,831</b>
16,140	Buildings & Plant	16,140
21,332	Energy Costs	21,832
41,400	Rents	41,400
17,605	Rates	17,605
1,009	Water Services	1,009
1,594	Cleaning & Domestic Services	1,658
4,500	Grounds Maintenance Costs	4,500
<b>103,581</b>	<b>Premises Related Expenditure</b>	<b>104,145</b>
97,327	Equipment Furniture & Materials	99,813
3,500	Clothing Uniforms & Laundry	3,500
6,756	Printing Stationery & General Office Expenses	6,756
4,682	Services	4,682
15,171	Communications & Computing	14,818
20,354	Expenses	22,354
2,212	Grants & Subscriptions	2,212
45,200	Miscellaneous	45,714
<b>195,201</b>	<b>Supplies &amp; Services</b>	<b>199,848</b>
27,129	Direct Transport Costs	27,129
34,512	Contract Hire & Operating Leases	72,396
11,853	Public Transport	12,853
45,073	Car Allowances	40,481
<b>118,566</b>	<b>Transport Related Expenditure</b>	<b>152,858</b>
633	Independent Units within the Council	633
647,463	Other Establishments	613,463
775,045	Private Contractors	775,045
18,000	Other Agencies	18,000
<b>1,441,141</b>	<b>Third Party Payments</b>	<b>1,407,141</b>
<b>3,716,573</b>	<b>Total Gross Expenditure</b>	<b>4,077,822</b>



# Development and Infrastructure Services

## Head of Economic Development



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(204,830)	Customer & Client Receipts	(204,830)
(70,000)	Other Grants Reimbursements & Contributions	(70,000)
(24,069)	Internal Income	(24,069)
<b>(298,899)</b>	<b>Income</b>	<b>(298,899)</b>
<b>(298,899)</b>	<b>Total Income</b>	<b>(298,899)</b>
<b>3,417,674</b>	<b>Total Net Expenditure</b>	<b>3,778,924</b>

# Development and Infrastructure Services

## Head of Planning and Regulatory Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
4,729,806	Direct Employee Expenses	4,753,738
16,459	Indirect Employee Expenses	16,459
<b>4,746,265</b>	<b>Employee Expenses</b>	<b>4,770,197</b>
1,000	Rents	1,000
<b>1,000</b>	<b>Premises Related Expenditure</b>	<b>1,000</b>
29,116	Equipment Furniture & Materials	14,116
2,100	Clothing Uniforms & Laundry	1,950
45,494	Printing Stationery & General Office Expenses	45,494
208,388	Services	208,388
108,473	Communications & Computing	107,065
17,780	Expenses	16,780
980	Grants & Subscriptions	880
76,909	Miscellaneous	69,397
<b>489,240</b>	<b>Supplies &amp; Services</b>	<b>464,070</b>
10,338	Direct Transport Costs	9,756
29,412	Contract Hire & Operating Leases	20,051
12,799	Public Transport	12,799
124,113	Car Allowances	107,702
<b>176,662</b>	<b>Transport Related Expenditure</b>	<b>150,308</b>
8,064	Independent Units within the Council	64
55,000	Voluntary Associations	44,750
296,965	Other Establishments	291,965
14,540	Private Contractors	14,540
<b>374,569</b>	<b>Third Party Payments</b>	<b>351,319</b>
<b>5,787,736</b>	<b>Total Gross Expenditure</b>	<b>5,736,894</b>

# Development and Infrastructure Services

## Head of Planning and Regulatory Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(2,328,615)	Customer & Client Receipts	(2,517,190)
(5,000)	Government Grants	(5,000)
(109,359)	Other Grants Reimbursements & Contributions	(112,464)
<b>(2,442,974)</b>	<b>Income</b>	<b>(2,634,654)</b>
<b>(2,442,974)</b>	<b>Total Income</b>	<b>(2,634,654)</b>
<b>3,344,762</b>	<b>Total Net Expenditure</b>	<b>3,102,240</b>

# Development and Infrastructure Services

## Head of Roads and Amenity Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
15,159,824	Direct Employee Expenses	15,539,648
118,561	Indirect Employee Expenses	103,715
<b>15,278,385</b>	<b>Employee Expenses</b>	<b>15,643,363</b>
577,451	Buildings & Plant	486,451
1,283,519	Energy Costs	1,237,961
177,013	Rents	142,702
1,418	Rates	2,671
149,415	Water Services	147,111
50,000	Fixtures & Fittings	50,000
616,815	Other Property Costs	734,963
119,182	Cleaning & Domestic Services	122,085
88,916	Grounds Maintenance Costs	90,116
<b>3,063,729</b>	<b>Premises Related Expenditure</b>	<b>3,014,060</b>
5,839,498	Equipment Furniture & Materials	3,984,098
108,665	Clothing Uniforms & Laundry	108,690
14,099	Printing Stationery & General Office Expenses	16,069
63,393	Services	94,400
97,086	Communications & Computing	94,060
37,055	Expenses	50,728
25,377	Grants & Subscriptions	36,378
167,863	Miscellaneous	182,699
<b>6,353,036</b>	<b>Supplies &amp; Services</b>	<b>4,567,123</b>
4,488,280	Direct Transport Costs	3,980,737
6,829,053	Contract Hire & Operating Leases	6,999,632
8,718	Public Transport	20,686
137,890	Car Allowances	98,970
57,899	Transport Insurance	47,899
<b>11,521,840</b>	<b>Transport Related Expenditure</b>	<b>11,147,924</b>
8,808,863	Independent Units within the Council	8,662,583
165,549	Other Local Authorities	145,549
2,688,684	Government Departments	2,774,493
39,822	Voluntary Associations	39,822
(37,170)	Other Establishments	(304,891)
10,916,414	Private Contractors	9,838,502
52,693	Other Agencies	52,693
<b>22,634,856</b>	<b>Third Party Payments</b>	<b>21,208,752</b>
158,891	Capital Financing	158,891
<b>158,891</b>	<b>Capital Costs</b>	<b>158,891</b>
<b>59,010,738</b>	<b>Total Gross Expenditure</b>	<b>55,740,113</b>

# Development and Infrastructure Services

## Head of Roads and Amenity Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(32,610,291)	Customer & Client Receipts	(30,436,393)
0	Other Grants Reimbursements & Contributions	(10,000)
(3,629,367)	Internal Income	(3,646,705)
<b>(36,239,659)</b>	<b>Income</b>	<b>(34,093,097)</b>
<b>(36,239,659)</b>	<b>Total Income</b>	<b>(34,093,097)</b>
<b>22,771,080</b>	<b>Total Net Expenditure</b>	<b>21,647,016</b>



# Other Operating Income and Expenditure

## Section 7

## Other Operating Income and Expenditure



<b>Approved 2015/2016 £</b>	<b>Objective Summary</b>	<b>Approved 2016/2017 £</b>
1,235,043	Elected Members	1,104,007
1,937,055	Sundry Services	1,143,170
1,522,249	Unfunded Pensions	1,522,249
<b>4,694,347</b>	<b>Total Net Expenditure</b>	<b>3,769,426</b>



## Other Operating Income and Expenditure



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
2,281,812	Employee Expenses	2,087,351
486,442	Premises Related Expenditure	424,929
1,708,957	Supplies & Services	1,039,754
140,518	Transport Related Expenditure	140,774
76,618	Third Party Payments	76,618
0	Income	0
<b>4,694,347</b>	<b>Total Net Expenditure</b>	<b>3,769,426</b>

# Other Operating Income and Expenditure



## Elected Members

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
184,031	Direct Employee Expenses	199,506
20,000	Indirect Employee Expenses	20,000
<b>204,031</b>	<b>Employee Expenses</b>	<b>219,506</b>
6,508	Printing Stationery & General Office Expenses	6,508
36,709	Communications & Computing	36,275
744,898	Expenses	748,565
34,081	Miscellaneous	(115,919)
<b>822,196</b>	<b>Supplies &amp; Services</b>	<b>675,428</b>
3,304	Direct Transport Costs	3,304
6,706	Contract Hire & Operating Leases	6,962
14,527	Public Transport	14,527
115,981	Car Allowances	115,981
<b>140,518</b>	<b>Transport Related Expenditure</b>	<b>140,774</b>
63,090	Other Establishments	63,090
5,208	Other Agencies	5,208
<b>68,298</b>	<b>Third Party Payments</b>	<b>68,298</b>
<b>1,235,043</b>	<b>Total Gross Expenditure</b>	<b>1,104,007</b>

## Other Operating Income and Expenditure



### Elected Members

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>1,235,043</b>	<b>Total Net Expenditure</b>	<b>1,104,007</b>

## Other Operating Income and Expenditure

### Sundry Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
555,532	Direct Employee Expenses	345,596
<b>555,532</b>	<b>Employee Expenses</b>	<b>345,596</b>
486,442	Energy Costs	432,403
0	Water Services	(7,474)
<b>486,442</b>	<b>Premises Related Expenditure</b>	<b>424,929</b>
256,160	Services	256,160
630,601	Miscellaneous	108,166
<b>886,761</b>	<b>Supplies &amp; Services</b>	<b>364,326</b>
8,320	Health Authorities	8,320
<b>8,320</b>	<b>Third Party Payments</b>	<b>8,320</b>
<b>1,937,055</b>	<b>Total Gross Expenditure</b>	<b>1,143,170</b>

## Other Operating Income and Expenditure

### Sundry Services



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>1,937,055</b>	<b>Total Net Expenditure</b>	<b>1,143,170</b>

## Other Operating Income and Expenditure



### Unfunded Pensions

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
1,522,249	Indirect Employee Expenses	1,522,249
<b>1,522,249</b>	<b>Employee Expenses</b>	<b>1,522,249</b>
<b>1,522,249</b>	<b>Total Gross Expenditure</b>	<b>1,522,249</b>

# Other Operating Income and Expenditure



## Unfunded Pensions

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
<b>0</b>	<b>Income</b>	<b>0</b>
<b>0</b>	<b>Total Income</b>	<b>0</b>
<b>1,522,249</b>	<b>Total Net Expenditure</b>	<b>1,522,249</b>