



	Page
Overview	Section 1
Council Tax Statement of Charges	5
Objective Summary	6
Subjective Summary	7
Chief Executive's Unit	Section 2
Objective Summary	10
Subjective Summary	11
Chief Executive	12-13
Head of Strategic Finance	14-15
Community Services	Section 3
Objective Summary	18
Subjective Summary	19
Executive Director of Community Services	20-21
Head of Community and Culture	22-23
Head of Education	24-25
Integration Services	Section 4
Objective Summary	28
Subjective Summary	29
Chief Officer of Integration Services	30-31
Head of Adult Care	32-33
Head of Children, Youth, Children and Families	32-33

Development and Infrastructure Services	Section 6
Objective Summary	52
Subjective Summary	53
Executive Director of Development and Infrastructure Services	54-55
Head of Economic Development	56-57
Head of Planning and Regulatory Services	58-59
Head of Roads and Amenity Services	60-61
Other Operating Income and Expenditure	Section 7
Objective Summary	64
Subjective Summary	65
Elected Members	66-67
Sundry Services	68-69
Unfunded Pensions	70-71

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

Departmental - Objective Summary

Approved
Budget
2016/2017
£'000

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
212,309	Total Departmental Budgets	207,906
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
31,922	Total Non-Departmental Budgets	30,043
244,231	Total Net Expenditure	237,949
154	Budgeted Contribution to/(from) General Fund Reserves	(573)
244,385	Total Cash Requirement	237,376
	<u>To Be Financed By:</u>	
203,485	Aggregate External Finance	196,176
40,900	Local Tax Requirement	41,200
244,385	Total Funding	237,376
0	Balance	0
£1,178	Band D Equivalent Council Tax Rate	£1,178
0.00%	% Increase in Council Tax	0.00%

Summary of Estimates of Revenue Accounts



Approved
Budget
2015/2016

Approved
Budget
2016/2017

£'000

Departmental - Subjective Summary

£'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
347,064	Total Gross Expenditure	336,144
(102,679)	Income	(98,768)
244,385	Total Net Expenditure	237,376

Chief Executive's Unit

Section 2

Approved
2015/2016
£

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
271,651	Employee Expenses	183,430
900	Printing Stationery & General Office Expenses	900
489	Communications & Computing Expenses	489
1,000	Expenses	1,000
700	Miscellaneous	700
3,089	Supplies & Services	3,089
1,927	Contract Hire & Operating Leases	1,927
300	Public Transport	300
2,230	Car Allowances	1,784
4,457	Transport Related Expenditure	4,011
279,197	Total Gross Expenditure	190,530

Chief Executive's Unit

Chief Executive



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

Approved
2015/2016
£

Chief Executive's Unit

Head of Strategic Finance



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

Approved
2015/2016
£

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
(211,150)	Employee Expenses	157,676

s

Approved

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
6,359,349	Employee Expenses	6,368,630
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
1,537,757	Premises Related Expenditure	1,524,276
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)

Community Services

Head of Community and Culture



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(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)
(8,392,640)	Income	(6,488,552)
(8,392,640)	Total Income	(6,488,552)
9,781,523	Total Net Expenditure	9,100,387

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
57,432,630	Employee Expenses	58,171,859
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
3,657,621	Premises Related Expenditure	3,431,778
1,359,371	Equipment Furniture & Materials	1,337,733
4,009,735	Catering	4,105,760
4,500	Clothing Uniforms & Laundry	1,000
	Printing Stationery & General Og Spenses	

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)
(3,140,911)	Income	(2,578,886)
(3,140,911)	Total Income	(2,578,886)
72,291,515	Total Net Expenditure	71,984,575

Section 4

Integration Services



Approved 2015/2016 £	Objective Summary	Approved 2016/2017 £
383,927	Chief Officer Integration	(1,667,351)
44,168,117	Head of Adult Care	43,161,117
	Head of Children and Families	

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)
57,048,790	Total Net Expenditure	55,550,250

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
9,000	Employee Expenses	(450,104)
254,868	Buildings & Plant	230,868
480	Cleaning & Domestic Services	480
255,348	Premises Related Expenditure	231,348
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)
119,579	Supplies & Services	(1,448,594)
383,927	Total Gross Expenditure	(1,667,351)

Integration Services

Chief Officer Integration



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0
0	Income	0

Integration Services

Approved
2015/2016
£

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 Reimbursments & Contributions	(223,003)
(1,587)	Internal Income	(1,587)
(8,507,086)	Income	(9,393,726)
(8,507,086)	Total Income	(9,393,726)
44,168,117	Total Net Expenditure	43,161,117

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
7,862,599	Employee Expenses	9,381,028
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
297,663	Premises Related Expenditure	300,262
	Equipment Furniture & Material	

Integration Services

Head of Children and Families



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

Customer Services

Approved
2015/2016
£

Approved
2016/2017
£

Approved
2015/2016
£

Approved
2016/2017
£

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
336,726	Employee Expenses	301,238
200	Cleaning & Domestic Services	200
200	Premises Related Expenditure	200
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
45,274	Supplies & Services	43,770
300	Direct Transport Costs	600
224	Public Transport	224
10,590	Car Allowances	9,403
11,114	Transport Related Expenditure	10,227
12,000	Independent Units within the Council	12,000
15,023,338	Other Establishments	15,082,054
94,878	Private Contractors	94,878
15,130,216	Third Party Payments	15,188,932
15,523,530	Total Gross Expenditure	15,544,366

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)
(2,119,335)	Income	(2,165,736)
(2,119,335)	Total Income	(2,165,736)
13,404,195	Total Net Expenditure	13,378,630

Approved
2015/2016
£

Approved
2015/2016
£

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
7,561,975	Employee Expenses	7,952,686
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
1,645,533	Premises Related Expenditure	1,582,794
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)
2,642,715	Supplies & Services	2,056,324
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
7,189,247	Transport Related Expenditure	6,213,481
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
8,185,773	Third Party Payments	7,733,201
27,225,242	Total Gross Expenditure	25,538,486

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)
(14,204,137)	Income	(13,295,102)
(14,204,137)		

Customer Services

Head of Governance and Law



Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
(336,188)	Customer & Client Receipts Income	(331,188)

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
	Employee Expenses	2,933,580

Development and Infrastructure Services

Section 6

Development and Infrastructure Services



Approved 2015/2016 £	Objective Summary	Approved 2016/2017 £
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
31,309,460	Total Net Expenditure	

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)
31,309,460	Total Net Expenditure	29,820,527

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
1,636,151	Employee Expenses	1,161,539
250,000	Cleaning & Domestic Services	250

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)

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
1,858,085	Employee Expenses	2,213,831
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
103,581	Premises Related Expenditure	104,145
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
195,201	Supplies & Services	199,848
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
118,566	Transport Related Expenditure	152,858
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
1,441,141	Third Party Payments	1,407,141
3,716,573	Total Gross Expenditure	4,077,822

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)
(298,899)	Income	(298,899)
(298,899)	Total Income	(298,899)
3,417,674	Total Net Expenditure	3,778,924

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
4,746,265	Employee Expenses	4,770,197
1,000	Rents	1,000
1,000	Premises Related Expenditure	1,000

Development and Infrastructure Services

Head of Planning and Regulatory Services



Approved
2015/2016
£

Subjective Summary

Approved
2016/2017
£

Customer & Client R

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
15,278,385	Employee Expenses	15,643,363
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
3,063,729	Premises Related Expenditure	3,014,060
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
6,353,036	Supplies & Services	4,567,123
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
	Transport Related Expenditure	11,147,924

Approved

Other Operating Income and Expenditure

Section 7

Other Operating Income and Expenditure



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

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
4,694,347	Total Net Expenditure	3,769,426

Other Operating Income and Expenditure

Approved
2015/2016
£

Subjective Summary

Approved

Other Operating Income and Expenditure



Sundry Services

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
555,532	Direct Employee Expenses	345,596
555,532	Employee Expenses	345,596
486,442	Energy Costs	432,403
0	Water Services	(7,474)
486,442	Premises Related Expenditure	424,929

Other Operating Income and Expenditure

Approved
2015/2016
£

Subjective Summary

Other Operating Income and Expenditure



Unfunded Pensions

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

Other Operating Income and Expenditure



Unfunded Pensions

Approved 2015/2016 £	Subjective Summary	Approved 2016/2017 £
0	Customer & Client Receipts	0