

South Somerset District Council



Budget Book 2016/17

This budget book sets out the financial position on revenue and capital and shows where the resources are being used.

Introduction

This budget book sets out the financial position on revenue and capital for the 2016/17 financial year and shows where resources are being used.

It also sets out the financial forecast for the next five years and how a balanced budget will be achieved.

This budget book details the revenue budget at Chief Executive/Director level, before being further analysed into each element under the individual Service Managers' control. The budget is then classified as either 'above' or 'below' the line expenditure. 'Below' the line items include recharges and capital financing costs, with every other item of income and expenditure being classified as 'above' the line.

The Council approves the overall budget with the detailed monitoring of 'above' the line expenditure being delegated to District Executive and Area Committees. District Executive receives budget monitoring information on a quarterly basis. Each budget holder has access to the financial ledger and receives a monthly budget monitoring report. Monthly variations against budgets are reported to the Management Board. The basis and system of financial control is set out in the Council's Financial Procedure Rules.

Medium Term Financial Strategy

The Medium Term Financial Strategy (MTFS) outlines how the Medium Term Financial Plan (MTFP) i.e. the budget that will be delivered over the medium to long-term. The MTFP outlines the financial needs and requirements of the Council over the next five years. The strategy is to deliver a balanced budget over the medium term whilst keeping any tax rises broadly in line with inflation.

The Council has to have regard to the level of government grant received. In 2016/17, Revenue Support Grant, which is a Government grant, reduced by £1.03 million (38.2%). SSDC has been utilising New Homes Bonus to support service provision.

Currently the MTFP shows a projected budget gap for the following four years of the plan. The figures include all estimates for pay awards, council tax, Government grant, and inflation.

Savings are to be achieved through the following key projects:-

- **Optimising Income** – actively increasing our income, earning income through new sources, and marketing existing services.
- **Service Redesign** – process improvement, EDM, specialist roles, channel shift and sharing (includes continuation of the Lean programme).
- **Contracts and Procurement** – reviewing how procurement is delivered and reducing spend on contracts.
- **Asset Savings** – identifying savings from council owned assets (land and buildings).

Five Year Financial Forecast

In order to achieve the Council's objective of a 'balanced' budget it is necessary to prepare a five-year financial forecast. The forecast for 2016/17 to 2020/21 is as follows:

	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Base Budget	17,389.6	17,291.3	16,367.6	16,183.4	16,027.9
Inflation allowance on contracts	68.1	211.4	215.6	220.0	224.4
Additional payroll requirement	568.9	401.2	390.9	168.0	158.8
Unavoidable budget pressures	273.4	385.3	293.9	322.8	319.8
Change in Interest Receivable	(100.0)				
Revenue implications of capital spending	71.1	170.1	4.7	30.3	(5.9)
Savings	(1,234.4)	(78.0)			
Once-off expenditure	254.6	(392.0)			
Total Budget Requirement	17,291.3	17,989.3	17,272.8	16,924.5	16,725.0

The resources used to fund the revenue expenditure over the five years are shown in the table below:

	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's
Revenue Support Grant	1,675.5	802.6	268.9		
Rural Services Delivery Grant	165.3	133.4	102.6	133.4	
Transition Grant	57.2	57.0			
Council Tax reduction Scheme transferred to Town & Parish Councils	(314.1)	(104.1)	(34.9)		
Council Tax Precept	8,926.5	9,058.8	9,326.8	9,584.5	9,841.4
Council Tax Surplus	189.6				
Council Tax Funding for Somerset Rivers Authority	(108.5)				
Business Rates	2,084.8	3,420.0	3,520.0	3,310.0	3,370.0
Received/Confirmed New Homes Bonus	3,000.0	3,000.0	3,000.0	395.9	
Expected New Homes Bonus				2,604.1	3,000.0
Once offs funded from Revenue Balances	1,615.0				
Total Income Available	17,291.3	16,367.6	16,183.4	16,027.9	16,211.4
Net Savings Required	0.0	(1,621.7)	(1,089.3)	(896.6)	(513.5)

The 2016/17 Budget

Net revenue expenditure has reduced from £17,389,600 in 2015/16 to £17,291,300 in 2016/17. Gross expenditure is expected to be £76,213,700 and gross income £58,922,400 (including housing benefit payments and receipts) for the year.

Capital Investment

The planned net capital spend in 2016/17 amounts to £13.187 million, this is net of external grants totalling £2.921 million so that the gross spend is £16.148 million. £3.435 million has been allocated to new schemes for 2016/17.

Major schemes for 2016/17 include:

Capital Scheme	£'000s
Transformation	1,250
Investment Housing Fund	1,200
Yeovil Innovation Centre Phase II	292
Enhancements to SSDC's Portfolio	226
Access all areas footpaths	127
Yeovil Innovation Centre Car Park	120

(Note these are at net cost)

Treasury Management

Our Treasury Management Strategy for 2016/17 estimates that our investment portfolio as at the end of March 2016, projecting forward for the next 2 financial years, will be:

	31/03/16 Estimate £'000	31/03/17 Estimate £'000	31/03/18 Estimate £'000
External Borrowing:			
Long-term liabilities			
• Finance Leases	186	99	23
Total External Debt	186	99	23
Investments:			
• Short Term Deposits	18,500	13,500	12,500
• Monies on call and Money Market Funds	2,080	178	361
• Long Term Deposits	5,000	4,000	3,500
• Bonds/CDs	21,000	15,000	14,000
• Property Fund and other pooled funds	5,000	5,000	5,000
Total Investments	51,580	37,678	35,361
(Net Borrowing Position)/ Net Investment position	51,394	37,579	35,338

Council Tax

South Somerset District Council's share of the council tax bill has increased by 1.95% (£2.88 per annum) this year to £150.63 for a band D. A further increase of 1.25% (£1.85 per annum) has also been approved for Somerset Rivers Authority. This brings the total Band D charge to £152.48.

As the billing authority SSDC determines the tax level based on its own spending and adds to this figure the precepts for:

- Somerset County Council;
- Somerset County Council Adult Social Care;
- Police and Crime Commissioner for Avon and Somerset (PCC);
- Devon & Somerset Fire & Rescue Authority;
- Town and Parish Councils;

Council Tax levels for each band are detailed below:-

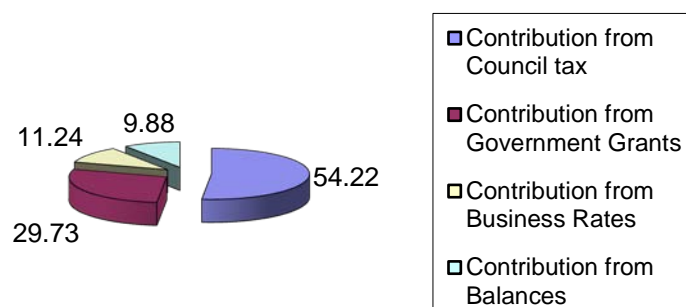
Band	A-	A	B	C	D	E	F	G	H
District Council	84.71	101.65	118.60	135.54	152.48	186.36	220.25	254.13	304.96
County Council	589.36	707.22	825.10	942.97	1,060.84	1,296.58	1,532.33	1768.06	2,121.68
Adult Social Care	11.56	13.87	16.18	18.49	20.80	25.42	30.04	34.67	41.60
PCC for Avon & Somerset	99.03	118.84	138.65	158.45	178.26	217.87	257.49	297.10	356.52
Devon & Somerset Fire & Rescue	44.43	53.32	62.21	71.09	79.98	97.75	115.53	133.30	159.96
Total	829.09	994.90	1,160.74	1,326.54	1,492.36	1,823.98	2,155.64	2,487.26	2,984.72
Parish Average	43.11	51.73	60.35	68.98	77.60	94.84	112.09	129.33	155.20
Total	872.20	1,046.63	1,221.09	1,395.52	1,569.96	1,918.82	2,267.73	2,616.59	3,139.92

SOUTH SOMERSET DISTRICT COUNCIL

	2016/17
Contribution from Council Tax	8,926,500
Contribution from Government Grants (RSG & New Homes Bonus)	4,898,000
Contribution from NNDR	1,851,800
Contribution from Balances	1,615,000
Total Cost of Service	17,291,300

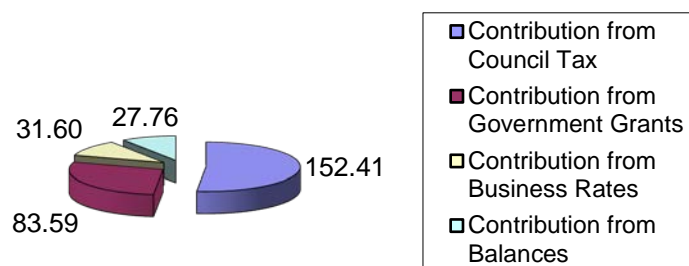
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	15,691,180	20%
Premises Related Expenses	3,020,720	4%
Transport Related Expenses	1,226,430	2%
Supplies & Services	6,131,370	8%
Third Party Payments	6,063,750	8%
Payments to Clients	43,950,270	58%
Capital Financing Costs	0	0%
Use of Balances	129,980	0%
Total Expenditure	76,213,700	
Income	(58,922,400)	
Net Above the Line Cost	17,291,300	
Below the Line Expenses		
Internal Services Recharges	10,226,560	
Other Capital Financing Costs	2,001,670	
Revenue Reserves & Balances	(2,001,670)	
Total Expenditure	10,226,560	
Income	(10,226,560)	
Total Below the Line Expenses	0	
Above the line net cost	17,291,300	
Below the line net cost	0	
Total Cost of Service	17,291,300	

Spending per Head of Population



Total spending per head of population is £105.07

Spending per Band D Household



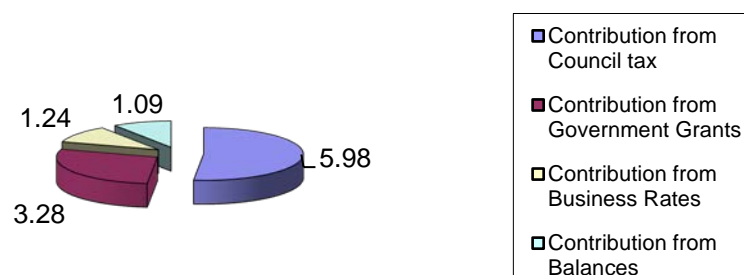
Total spending per band D property is £295.36

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: CEO</p> <p style="text-align: center;">Chief Executive Vega Sturgess/ (Corporate Services) Rina Singh</p> <p>Cedar Sub Groups: DMG FIN LEG</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">984,419.64</td> </tr> <tr> <td style="text-align: right;">539,904.57</td> </tr> <tr> <td style="text-align: right;">204,133.53</td> </tr> <tr> <td style="text-align: right;">179,332.26</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">1,907,790.00</td> </tr> </table>	2016/17	984,419.64	539,904.57	204,133.53	179,332.26	1,907,790.00
2016/17								
984,419.64								
539,904.57								
204,133.53								
179,332.26								
1,907,790.00								

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	5,435,320	11%
Premises Related Expenses	132,750	0%
Transport Related Expenses	149,010	0%
Supplies & Services	2,179,400	4%
Third Party Payments	80,880	0%
Payments to Clients	43,950,270	85%
Capital Financing Costs	0	0%
Use of Balances	45,770	0%
Total Expenditure	51,973,400	
Income	(46,735,390)	
Net Above the Line Cost	5,238,010	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	4,476,500	
Other Capital Financing Costs	286,470	
Revenue Reserves & Balances	(2,001,670)	
Total Expenditure	2,761,300	
Income	(6,091,520)	
Total Below the Line Expenses	(3,330,220)	
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Above the line net cost	5,238,010	
Below the line net cost	(3,330,220)	
Total Cost of Service	1,907,790	

Spending per Head of Population



Total spending per head of population is £11.59

Spending per Band D Household



Total spending per band D property is £32.59

SERVICE STATEMENT 2016-17

Cedar Element Name: DMG

Service: Strategic Management

Chief Executive: Vega Sturgess/
Rina Singh

Cedar Sub Groups: DCC, DMB

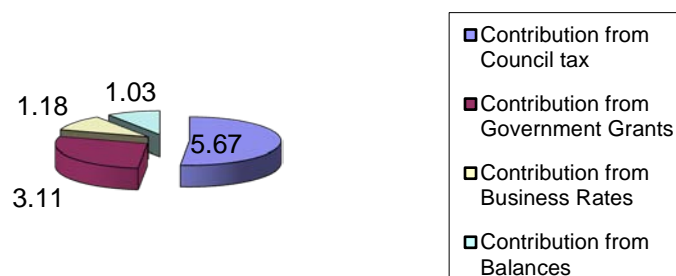
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	535,560	93%
Premises Related Expenses	0	0%
Transport Related Expenses	2,810	0%
Supplies & Services	39,200	7%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	577,570	
Income	0	
Net Above the Line Cost	577,570	
<i>Below the Line Expenses</i>		
Internal Services Recharges	52,110	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	52,110	
Income	(629,680)	
Total Below the Line Expenses	(577,570)	
Above the line net cost	577,570	
Below the line net cost	(577,570)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: FIN</p> <p>Service: Finance and Corporate Services</p> <p>Assistant Director: Donna Parham</p> <p>Cedar Sub Groups: CPR, FAM, FAU, FBN, FHB, FCO, FSS, FTR, TIS</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;">2016/17</td> </tr> <tr> <td style="text-align: right;">933,067.32</td> </tr> <tr> <td style="text-align: right;">511,740.41</td> </tr> <tr> <td style="text-align: right;">193,484.89</td> </tr> <tr> <td style="text-align: right;">169,977.38</td> </tr> <tr> <td style="text-align: right;">1,808,270.00</td> </tr> </table>	2016/17	933,067.32	511,740.41	193,484.89	169,977.38	1,808,270.00
2016/17								
933,067.32								
511,740.41								
193,484.89								
169,977.38								
1,808,270.00								

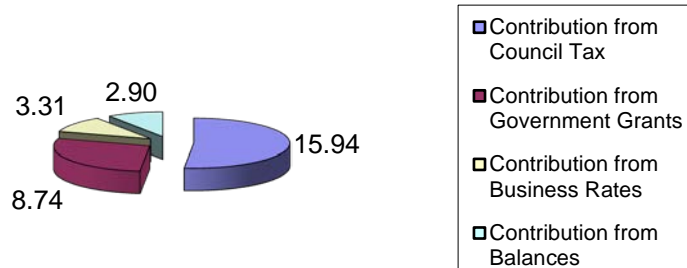
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	3,897,140	8%
Premises Related Expenses	126,150	0%
Transport Related Expenses	120,070	0%
Supplies & Services	1,314,560	3%
Third Party Payments	22,080	0%
Payments to Clients	43,950,270	89%
Capital Financing Costs	0	0%
Use of Balances	5,550	0%
Total Expenditure	49,435,820	
Income	(46,184,550)	
Net Above the Line Cost	3,251,270	
Below the Line Expenses		
Internal Services Recharges	3,824,150	
Other Capital Financing Costs	284,330	
Revenue Reserves & Balances	(2,001,670)	
Total Expenditure	2,106,810	
Income	(3,549,810)	
Total Below the Line Expenses	(1,443,000)	
Above the line net cost	3,251,270	
Below the line net cost	(1,443,000)	
Total Cost of Service	1,808,270	

Spending per Head of Population



Total spending per head of population is £10.99

Spending per Band D Household



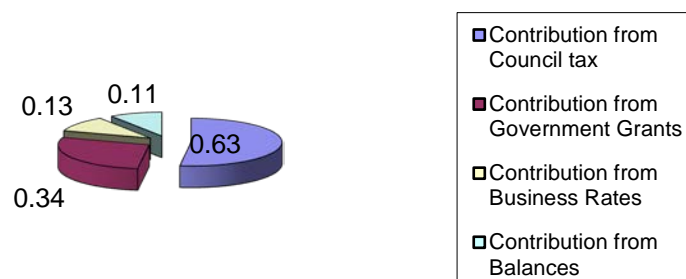
Total spending per band D property is £30.89

SERVICE STATEMENT 2016-17

Cedar Element Name: FAU, FCO, FSS, FTR Service: Financial Services Service Manager: Cedar Sub Groups:	Contribution from Council Tax	2016/17 102,813.00
	Contribution from Government Grants	56,387.75
	Contribution from NNDR	21,319.75
	Contribution from Balances	18,729.50
	Total Cost of Service	199,250.00

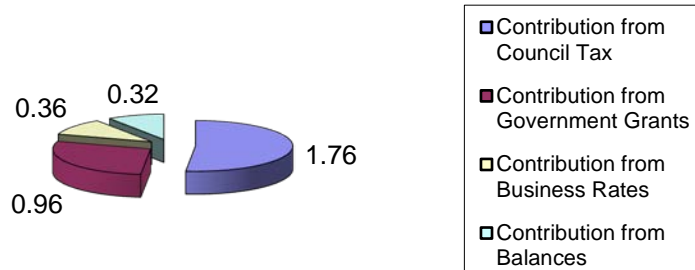
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	1,982,490	73%
Premises Related Expenses	126,150	5%
Transport Related Expenses	108,940	4%
Supplies & Services	464,810	17%
Third Party Payments	21,500	1%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	5,550	0%
Total Expenditure	2,709,440	
Income	(1,196,400)	
Net Above the Line Cost	1,513,040	
Below the Line Expenses		
Internal Services Recharges	2,325,420	
Other Capital Financing Costs	21,670	
Revenue Reserves & Balances	(2,001,670)	
Total Expenditure	345,420	
Income	(1,659,210)	
Total Below the Line Expenses	(1,313,790)	
Above the line net cost	1,513,040	
Below the line net cost	(1,313,790)	
Total Cost of Service	199,250	

Spending per Head of Population



Total spending per head of population is £1.21

Spending per Band D Household



Total spending per band D property is £3.40

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: TIS</p> <p>Service: ICT Services</p> <p>Service Manager: Roger Brown</p> <p>Cedar Sub Groups:</p>
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<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	578,380	57%
Premises Related Expenses	0	0%
Transport Related Expenses	3,470	0%
Supplies & Services	429,560	43%
Third Party Payments	580	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	1,011,990	
Income	(16,770)	
Net Above the Line Cost	995,220	
<hr/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	114,840	
Other Capital Financing Costs	238,870	
Revenue Reserves & Balances		
Total Expenditure	353,710	
Income	(1,348,930)	
Total Below the Line Expenses	(995,220)	
<hr/>		
Above the line net cost	995,220	
Below the line net cost	(995,220)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

Cedar Element Name: CPR

Service: Procedure & Risk Management

Service Manager: Gary Russ

Cedar Sub Groups:

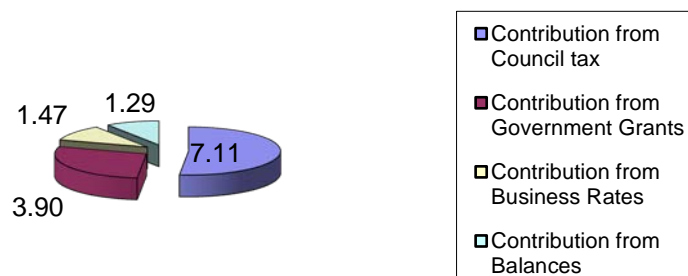
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	82,070	51%
Premises Related Expenses	0	0%
Transport Related Expenses	1,310	1%
Supplies & Services	78,220	48%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	161,600	
Income	(25,480)	
Net Above the Line Cost	136,120	
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Below the Line Expenses		
Internal Services Recharges	70,910	
Other Capital Financing Costs	23,790	
Revenue Reserves & Balances		
Total Expenditure	94,700	
Income	(230,820)	
Total Below the Line Expenses	(136,120)	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	136,120	
Below the line net cost	(136,120)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

Cedar Element Name: FBN Service: Revenues & Benefits Service Manager: Ian Potter Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">1,169,467.56</td> </tr> <tr> <td style="text-align: right;">641,394.03</td> </tr> <tr> <td style="text-align: right;">242,505.87</td> </tr> <tr> <td style="text-align: right;">213,042.54</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">2,266,410.00</td> </tr> </table>	2016/17	1,169,467.56	641,394.03	242,505.87	213,042.54	2,266,410.00
2016/17								
1,169,467.56								
641,394.03								
242,505.87								
213,042.54								
2,266,410.00								

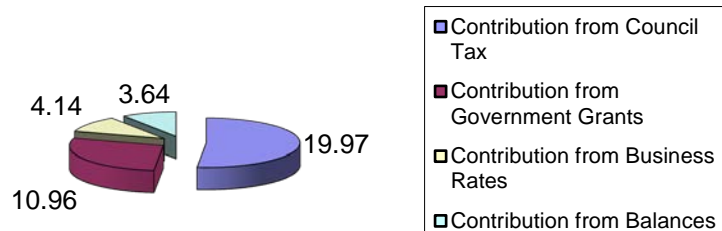
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	1,254,200	78%
Premises Related Expenses	0	0%
Transport Related Expenses	6,350	1%
Supplies & Services	341,970	21%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	1,602,520	
Income	(299,470)	
Net Above the Line Cost	1,303,050	
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Below the Line Expenses		
Internal Services Recharges	1,274,210	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	1,274,210	
Income	(310,850)	
Total Below the Line Expenses	963,360	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	1,303,050	
Below the line net cost	963,360	
Total Cost of Service	2,266,410	

Spending per Head of Population



Total spending per head of population is £13.77

Spending per Band D Household

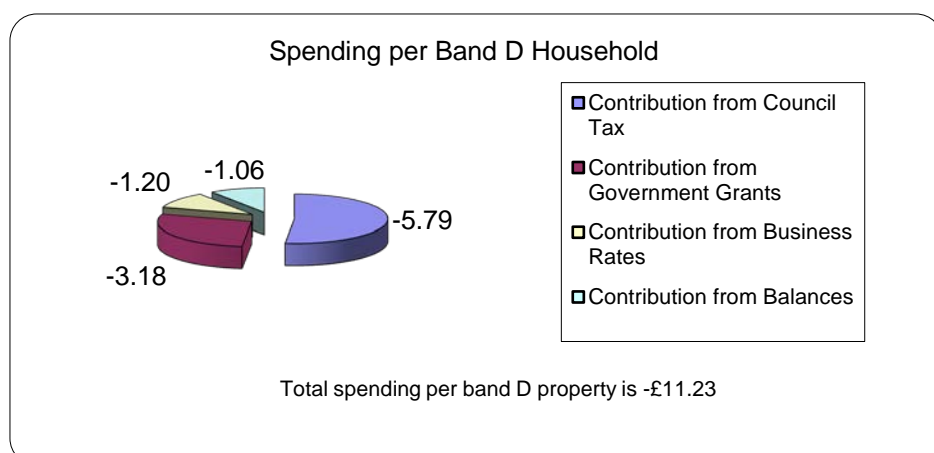
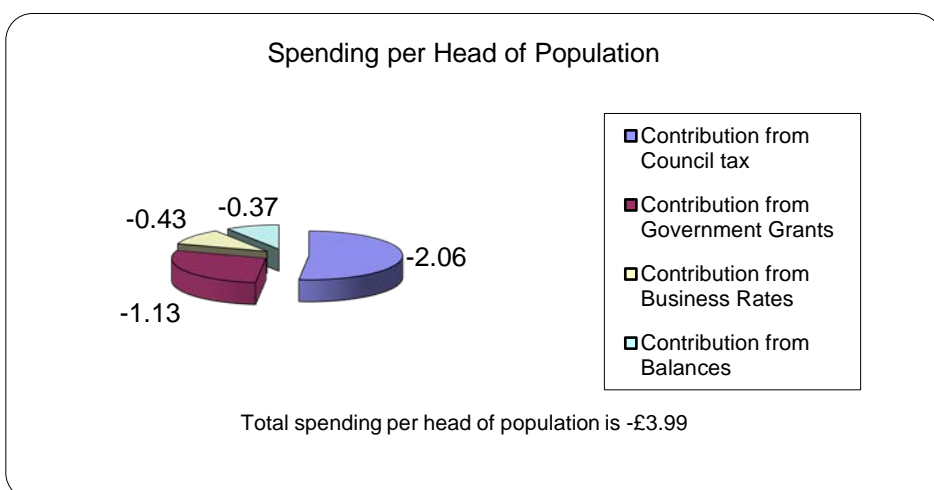


Total spending per band D property is £38.71

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: FHB</p> <p style="text-align: center;">Service: Housing Benefit Subsidy</p> <p style="text-align: center;">Service Manager: Ian Potter</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<p>2016/17</p> <p>(339,213.24)</p> <p>(186,041.37)</p> <p>(70,340.73)</p> <p>(61,794.66)</p> <p>(657,390.00)</p>
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Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	0	0%
Premises Related Expenses	0	0%
Transport Related Expenses	0	0%
Supplies & Services	0	0%
Third Party Payments	0	0%
Payments to Clients	43,950,270	100%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	43,950,270	
Income	(44,646,430)	
Net Above the Line Cost	(696,160)	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	38,770	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	38,770	
Income	0	
Total Below the Line Expenses	38,770	
Above the line net cost	(696,160)	
Below the line net cost	38,770	
Total Cost of Service	(657,390)	

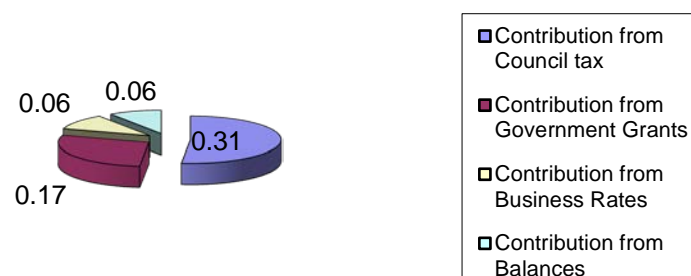


SERVICE STATEMENT 2016-17

Cedar Element Name: LEG Service: Legal & Corporate Services Assistant Director: Ian Clarke Cedar Sub Groups: CHR, LDS, LFR, LLC, LLS, LRW	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">51,352.32</td> </tr> <tr> <td style="text-align: right;">28,164.16</td> </tr> <tr> <td style="text-align: right;">10,648.64</td> </tr> <tr> <td style="text-align: right;">9,354.88</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">99,520.00</td> </tr> </table>	2016/17	51,352.32	28,164.16	10,648.64	9,354.88	99,520.00
2016/17								
51,352.32								
28,164.16								
10,648.64								
9,354.88								
99,520.00								

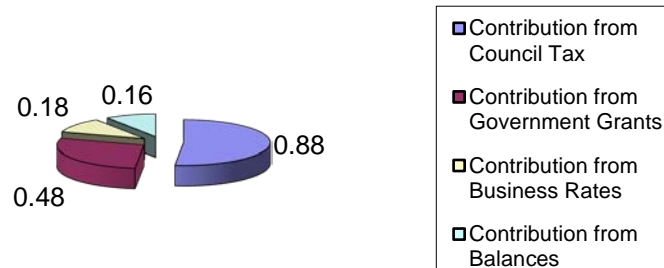
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	1,002,620	51%
Premises Related Expenses	6,600	1%
Transport Related Expenses	26,130	1%
Supplies & Services	825,640	42%
Third Party Payments	58,800	3%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	40,220	2%
Total Expenditure	1,960,010	
Income	(550,840)	
Net Above the Line Cost	1,409,170	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	600,240	
Other Capital Financing Costs	2,140	
Revenue Reserves & Balances	0	
Total Expenditure	602,380	
Income	(1,912,030)	
Total Below the Line Expenses	(1,309,650)	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	1,409,170	
Below the line net cost	(1,309,650)	
Total Cost of Service	99,520	

Spending per Head of Population



Total spending per head of population is £0.60

Spending per Band D Household

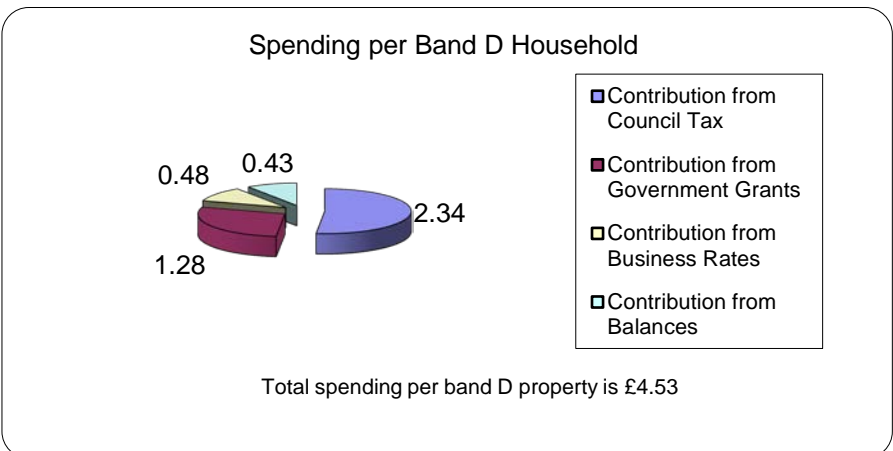
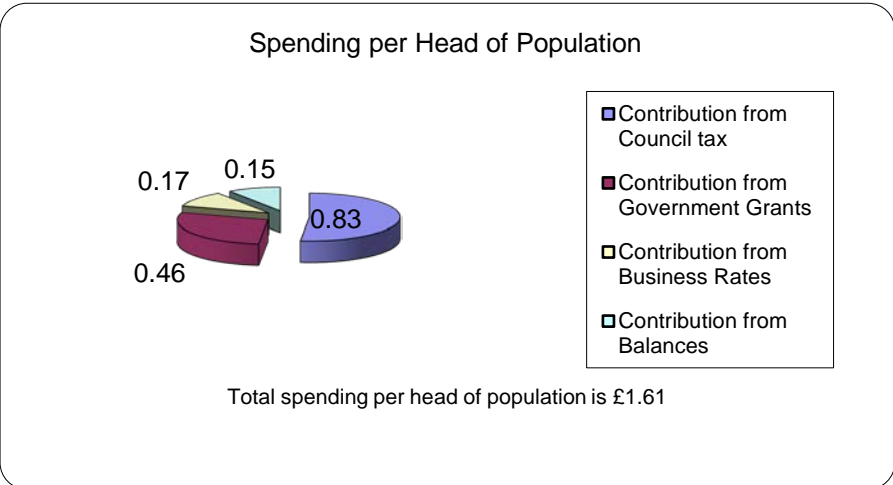


Total spending per band D property is £1.70

SERVICE STATEMENT 2016-17

Cedar Element Name: LDS Service: Democratic Services Service Manager: Angela Cox Cedar Sub Groups:	Contribution from Council Tax	2016/17 136,832.88
	Contribution from Government Grants	75,045.94
	Contribution from NNDR	28,374.26
	Contribution from Balances	24,926.92
	Total Cost of Service	265,180.00

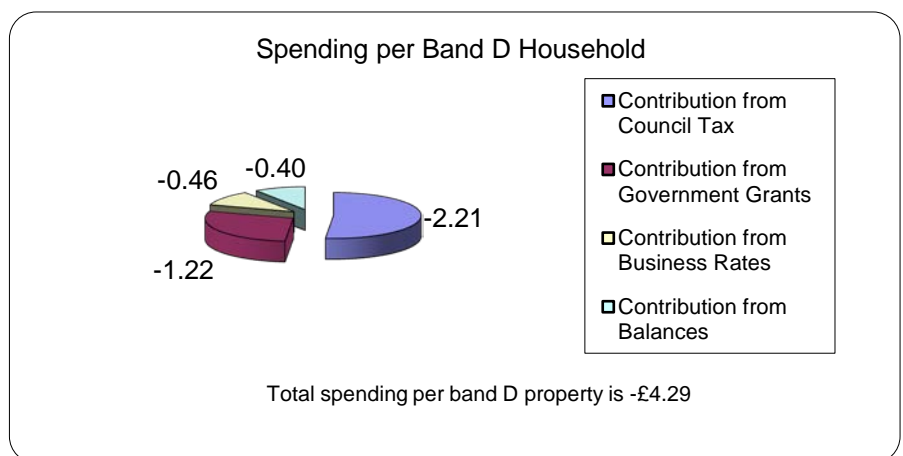
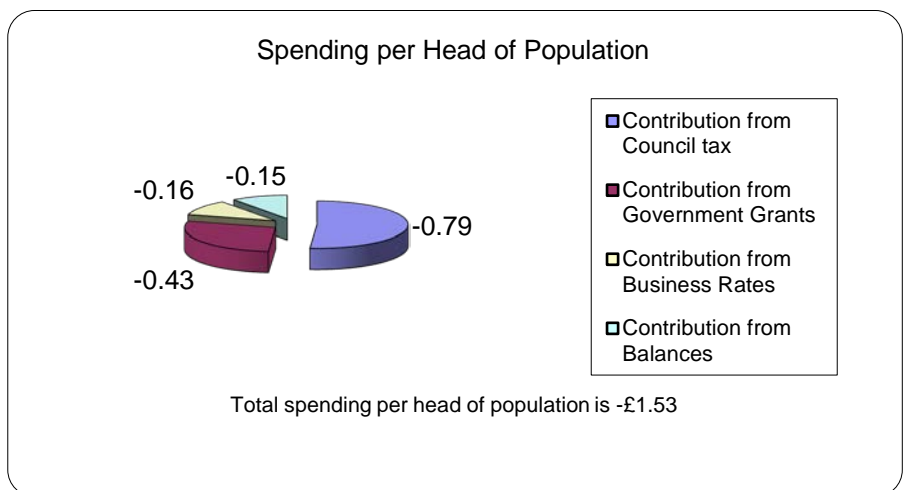
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	217,520	23%
Premises Related Expenses	5,100	1%
Transport Related Expenses	21,670	2%
Supplies & Services	667,570	70%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	40,220	4%
Total Expenditure	952,080	
Income	(9,420)	
Net Above the Line Cost	942,660	
Below the Line Expenses		
Internal Services Recharges	229,750	
Other Capital Financing Costs	2,140	
Revenue Reserves & Balances	0	
Total Expenditure	231,890	
Income	(909,370)	
Total Below the Line Expenses	(677,480)	
Above the line net cost	942,660	
Below the line net cost	(677,480)	
Total Cost of Service	265,180	



SERVICE STATEMENT 2016-17

Cedar Element Name: LLC, LLS, LRW	Contribution from Council Tax	2016/17 (129,665.64)
Service: Legal Services	Contribution from Government Grants	(71,115.07)
Service Manager: Angela Watson	Contribution from NNDR	(26,888.03)
Cedar Sub Groups:	Contribution from Balances	(23,621.26)
	Total Cost of Service	(251,290.00)

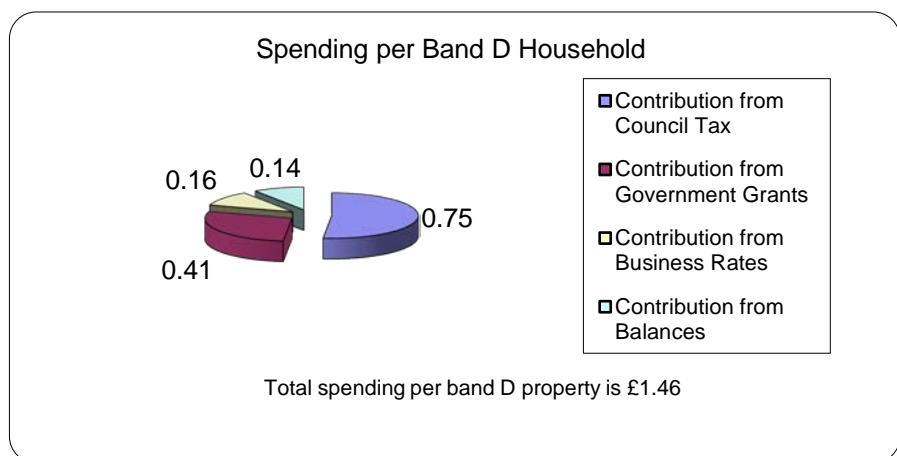
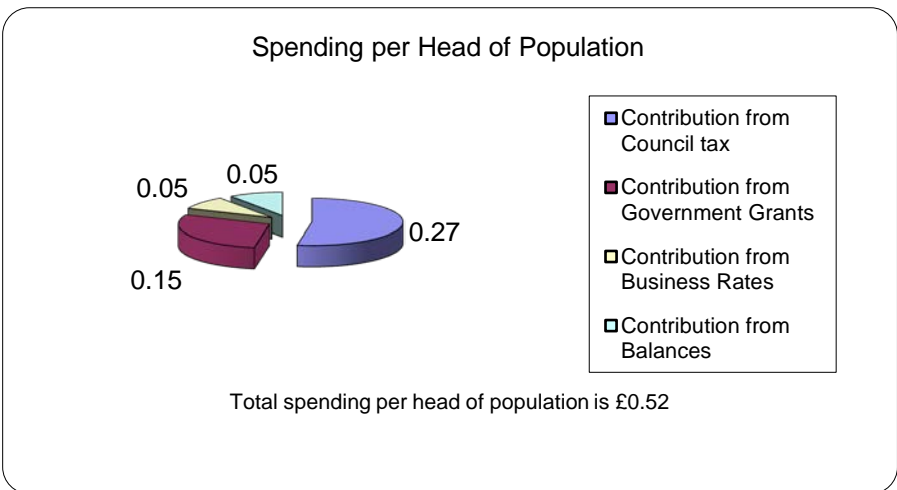
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	524,710	78%
Premises Related Expenses	0	0%
Transport Related Expenses	2,750	0%
Supplies & Services	84,610	13%
Third Party Payments	58,800	9%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	670,870	
Income	(528,550)	
Net Above the Line Cost	142,320	
Below the Line Expenses		
Internal Services Recharges	253,160	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	253,160	
Income	(646,770)	
Total Below the Line Expenses	(393,610)	
Above the line net cost	142,320	
Below the line net cost	(393,610)	
Total Cost of Service	(251,290)	



SERVICE STATEMENT 2016-17

<p>Cedar Element Name: LFR</p> <p style="text-align: center;">Service: Fraud & Data Management</p> <p style="text-align: center;">Service Manager: Lynda Creek</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">44,185.08</td> </tr> <tr> <td style="text-align: right;">24,233.29</td> </tr> <tr> <td style="text-align: right;">9,162.41</td> </tr> <tr> <td style="text-align: right;">8,049.22</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">85,630.00</td> </tr> </table>	2016/17	44,185.08	24,233.29	9,162.41	8,049.22	85,630.00
2016/17								
44,185.08								
24,233.29								
9,162.41								
8,049.22								
85,630.00								

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	26,630	59%
Premises Related Expenses	0	0%
Transport Related Expenses	150	0%
Supplies & Services	18,510	41%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	45,290	
Income	0	
Net Above the Line Cost	45,290	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	40,340	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	40,340	
Income	0	
Total Below the Line Expenses	40,340	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	45,290	
Below the line net cost	40,340	
Total Cost of Service	85,630	



SERVICE STATEMENT 2016-17

<p>Cedar Element Name: CHR</p> <p>Service: H R</p> <p>Service Manager: Mike Holliday</p> <p>Cedar Sub Groups:</p>

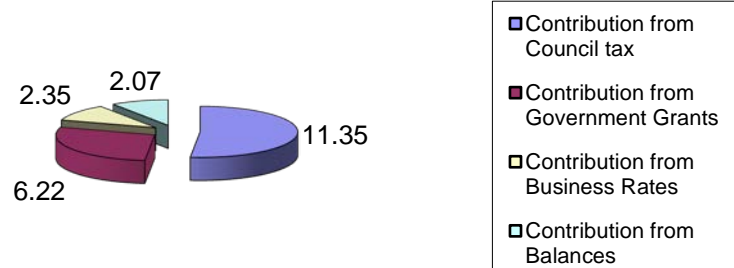
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	233,760	79%
Premises Related Expenses	1,500	1%
Transport Related Expenses	1,560	1%
Supplies & Services	54,950	19%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	291,770	
Income	(12,870)	
Net Above the Line Cost	278,900	
<hr style="border-top: 1px dashed black;"/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	76,990	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	76,990	
Income	(355,890)	
Total Below the Line Expenses	(278,900)	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	278,900	
Below the line net cost	(278,900)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: PLA</p> <p>Strategic Director: Rina Singh (Place & Performance)</p> <p>Cedar Sub Groups: CAD, CCM, COM CPL, ECO</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">1,867,238.88</td> </tr> <tr> <td style="text-align: right;">1,024,086.44</td> </tr> <tr> <td style="text-align: right;">387,198.76</td> </tr> <tr> <td style="text-align: right;">340,155.92</td> </tr> <tr> <td style="text-align: right;">3,618,680.00</td> </tr> </table>	2016/17	1,867,238.88	1,024,086.44	387,198.76	340,155.92	3,618,680.00
2016/17								
1,867,238.88								
1,024,086.44								
387,198.76								
340,155.92								
3,618,680.00								

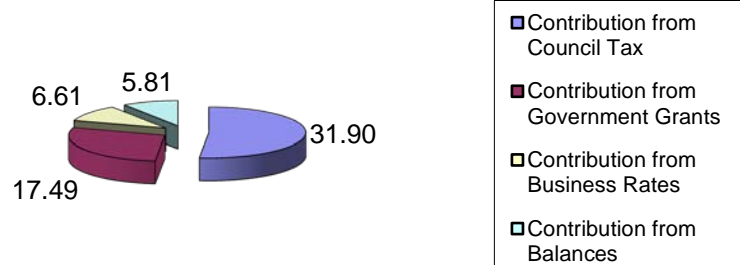
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	3,449,260	76%
Premises Related Expenses	188,130	4%
Transport Related Expenses	107,930	2%
Supplies & Services	763,470	17%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	35,120	1%
Total Expenditure	4,543,910	
Income	(1,878,040)	
Net Above the Line Cost	2,665,870	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	2,208,310	
Other Capital Financing Costs	108,070	
Revenue Reserves & Balances	0	
Total Expenditure	2,316,380	
Income	(1,363,570)	
Total Below the Line Expenses	952,810	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	2,665,870	
Below the line net cost	952,810	
Total Cost of Service	3,618,680	

Spending per Head of Population



Total spending per head of population is £21.99

Spending per Band D Household



Total spending per band D property is £61.81

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: CPL</p> <p>Service: Policy & Performance</p> <p>Service Manager: Andrew Gillespie/ Charlotte Jones</p> <p>Cedar Sub Groups:</p>
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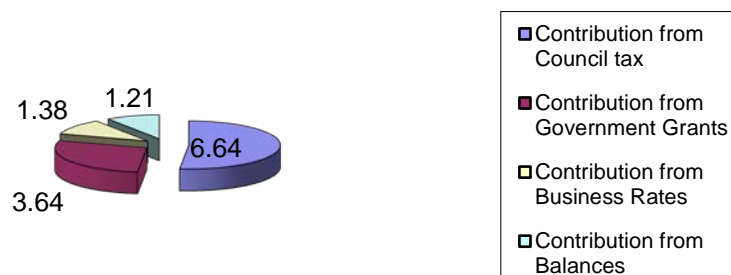
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	98,600	89%
Premises Related Expenses	0	0%
Transport Related Expenses	800	1%
Supplies & Services	11,210	10%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	110,610	
Income	0	
Net Above the Line Cost	110,610	
<hr/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	31,860	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	31,860	
Income	(142,470)	
Total Below the Line Expenses	(110,610)	
<hr/>		
Above the line net cost	110,610	
Below the line net cost	(110,610)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: ECO</p> <p style="text-align: center;">Service Economy</p> <p>Assistant Director: Martin Woods</p> <p>Cedar Sub Groups: GMU, GTR, RED, REQ RDC, RPP, RSH, RTR</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">1,092,857.04</td> </tr> <tr> <td style="text-align: right;">599,377.02</td> </tr> <tr> <td style="text-align: right;">226,619.58</td> </tr> <tr> <td style="text-align: right;">199,086.36</td> </tr> <tr> <td style="text-align: right;">2,117,940.00</td> </tr> </table>	2016/17	1,092,857.04	599,377.02	226,619.58	199,086.36	2,117,940.00
2016/17								
1,092,857.04								
599,377.02								
226,619.58								
199,086.36								
2,117,940.00								

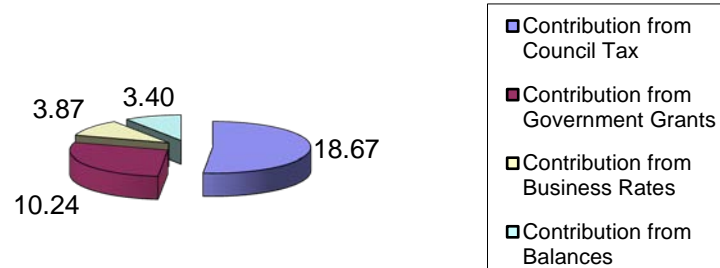
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	2,372,220	79%
Premises Related Expenses	138,130	5%
Transport Related Expenses	73,620	2%
Supplies & Services	390,350	13%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	28,370	1%
Total Expenditure	3,002,690	
Income	(1,783,080)	
Net Above the Line Cost	1,219,610	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	1,025,220	
Other Capital Financing Costs	87,570	
Revenue Reserves & Balances	0	
Total Expenditure	1,112,790	
Income	(214,460)	
Total Below the Line Expenses	898,330	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	1,219,610	
Below the line net cost	898,330	
Total Cost of Service	2,117,940	

Spending per Head of Population



Total spending per head of population is £12.87

Spending per Band D Household

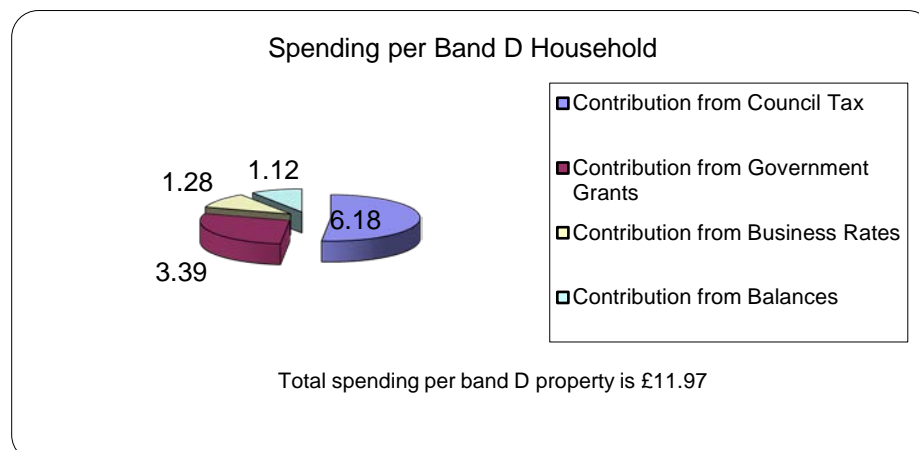
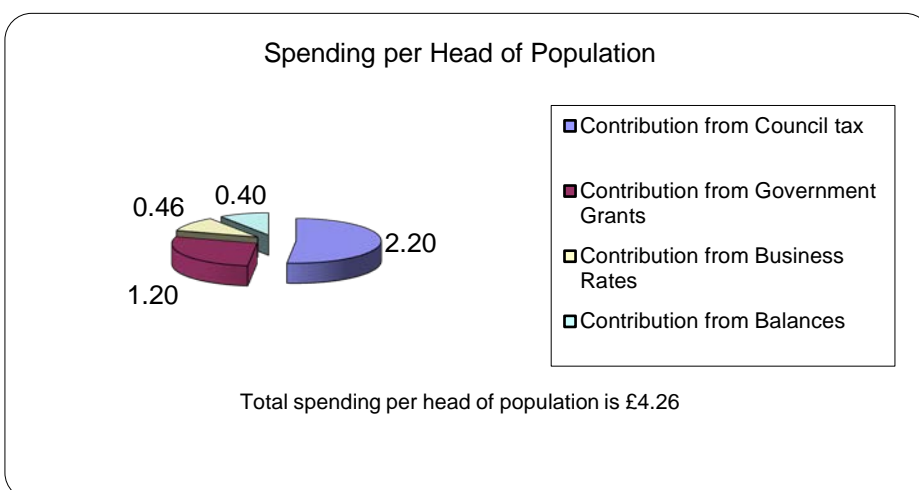


Total spending per band D property is £36.18

SERVICE STATEMENT 2016-17

Cedar Element Name: GMU, GTR, RED Service: Economic Development Service Manager: David Julian Cedar Sub Groups:	Contribution from Council Tax	2016/17 361,664.40
	Contribution from Government Grants	198,354.70
	Contribution from NNDR	74,996.30
	Contribution from Balances	65,884.60
	Total Cost of Service	700,900.00

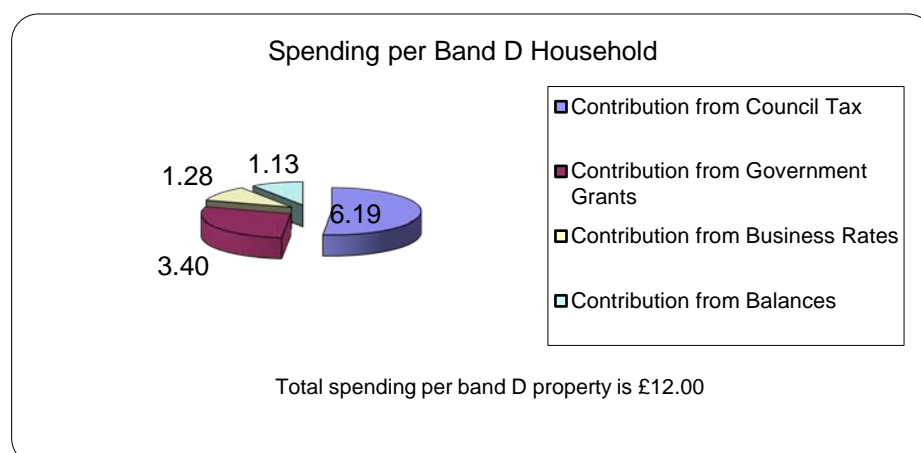
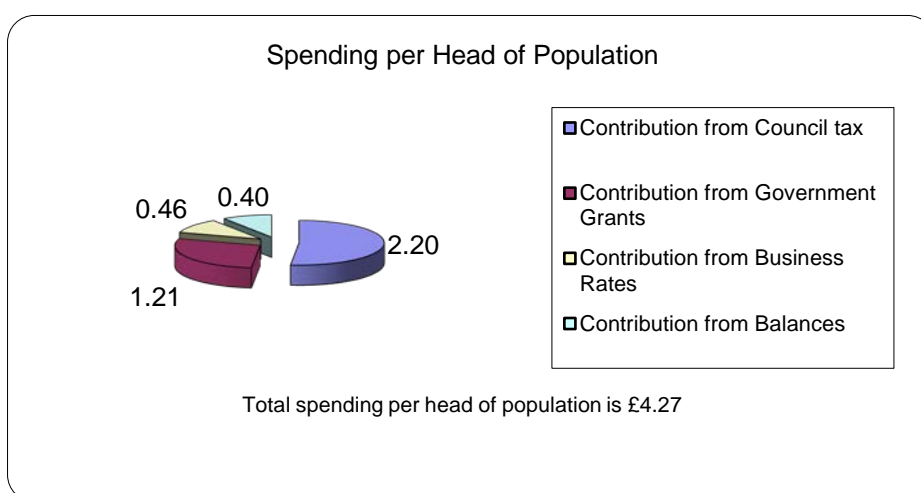
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	539,410	61%
Premises Related Expenses	138,130	16%
Transport Related Expenses	15,390	2%
Supplies & Services	181,990	21%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	874,920	
Income	(533,570)	
Net Above the Line Cost	341,350	
Below the Line Expenses		
Internal Services Recharges	271,980	
Other Capital Financing Costs	87,570	
Revenue Reserves & Balances	0	
Total Expenditure	359,550	
Income	0	
Total Below the Line Expenses	359,550	
Above the line net cost	341,350	
Below the line net cost	359,550	
Total Cost of Service	700,900	



SERVICE STATEMENT 2016-17

Cedar Element Name: RDC Service: Development Control Service Manager: David Norris Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">362,448.72</td> </tr> <tr> <td style="text-align: right;">198,784.86</td> </tr> <tr> <td style="text-align: right;">75,158.94</td> </tr> <tr> <td style="text-align: right;">66,027.48</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">702,420.00</td> </tr> </table>	2016/17	362,448.72	198,784.86	75,158.94	66,027.48	702,420.00
2016/17								
362,448.72								
198,784.86								
75,158.94								
66,027.48								
702,420.00								

<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	1,352,450	88%
Premises Related Expenses	0	0%
Transport Related Expenses	45,060	3%
Supplies & Services	140,280	9%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	1,537,790	
Income	(1,246,950)	
Net Above the Line Cost	290,840	
<hr style="border-top: 1px dashed black;"/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	565,590	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	565,590	
Income	(154,010)	
Total Below the Line Expenses	411,580	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	290,840	
Below the line net cost	411,580	
Total Cost of Service	702,420	

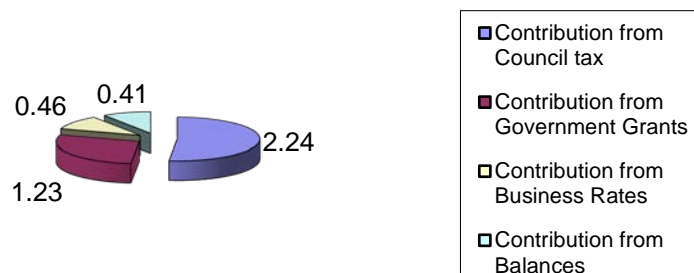


SERVICE STATEMENT 2016-17

Cedar Element Name: RPP, RSH, RTR Service: Spatial Policy Service Manager: Paul Wheatley/ Martin Woods Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">368,743.92</td> </tr> <tr> <td style="text-align: right;">202,237.46</td> </tr> <tr> <td style="text-align: right;">76,464.34</td> </tr> <tr> <td style="text-align: right;">67,174.28</td> </tr> <tr> <td style="text-align: right;">714,620.00</td> </tr> </table>	2016/17	368,743.92	202,237.46	76,464.34	67,174.28	714,620.00
2016/17								
368,743.92								
202,237.46								
76,464.34								
67,174.28								
714,620.00								

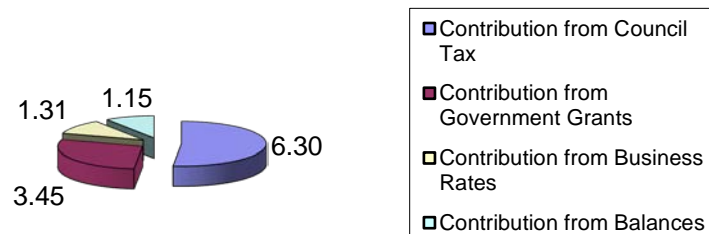
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	440,430	82%
Premises Related Expenses	0	0%
Transport Related Expenses	10,970	2%
Supplies & Services	57,100	11%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	28,370	5%
Total Expenditure	536,870	
Income	(2,560)	
Net Above the Line Cost	534,310	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	180,310	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	180,310	
Income	0	
Total Below the Line Expenses	180,310	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	534,310	
Below the line net cost	180,310	
Total Cost of Service	714,620	

Spending per Head of Population



Total spending per head of population is £4.34

Spending per Band D Household



Total spending per band D property is £12.21

SERVICE STATEMENT 2016-17

Cedar Element Name: REQ

Service: Equalities & Diversity

Service Manager: Jo Morgan

Cedar Sub Groups:

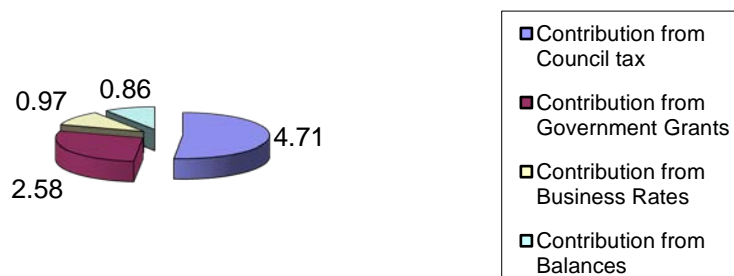
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	39,930	75%
Premises Related Expenses	0	0%
Transport Related Expenses	2,200	4%
Supplies & Services	10,980	21%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	53,110	
Income	0	
Net Above the Line Cost	53,110	
<hr style="border-top: 1px dashed black;"/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	7,340	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	7,340	
Income	(60,450)	
Total Below the Line Expenses	(53,110)	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	53,110	
Below the line net cost	(53,110)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

Cedar Element Name: COM Service Communities Assistant Director: Helen Rutter/ Kim Close Cedar Sub Groups: CAD, EDV, EGR, EPR, ESP, NDV, NGR, NPR, SDV, SGR, SPR, TCS, TSP, WDV, WGR, WPR	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">774,381.84</td> </tr> <tr> <td style="text-align: right;">424,709.42</td> </tr> <tr> <td style="text-align: right;">160,579.18</td> </tr> <tr> <td style="text-align: right;">141,069.56</td> </tr> <tr> <td style="text-align: right;">1,500,740.00</td> </tr> </table>	2016/17	774,381.84	424,709.42	160,579.18	141,069.56	1,500,740.00
2016/17								
774,381.84								
424,709.42								
160,579.18								
141,069.56								
1,500,740.00								

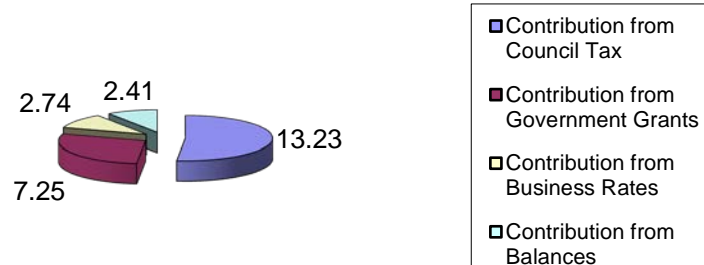
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	978,440	68%
Premises Related Expenses	50,000	4%
Transport Related Expenses	33,510	2%
Supplies & Services	361,910	25%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	6,750	1%
Total Expenditure	1,430,610	
Income	(94,960)	
Net Above the Line Cost	1,335,650	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	1,151,230	
Other Capital Financing Costs	20,500	
Revenue Reserves & Balances	0	
Total Expenditure	1,171,730	
Income	(1,006,640)	
Total Below the Line Expenses	165,090	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	1,335,650	
Below the line net cost	165,090	
Total Cost of Service	1,500,740	

Spending per Head of Population



Total spending per head of population is £9.12

Spending per Band D Household

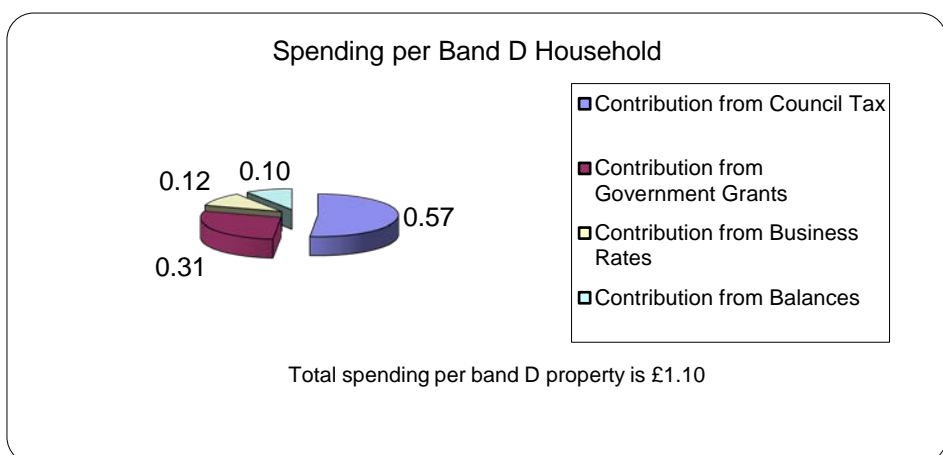
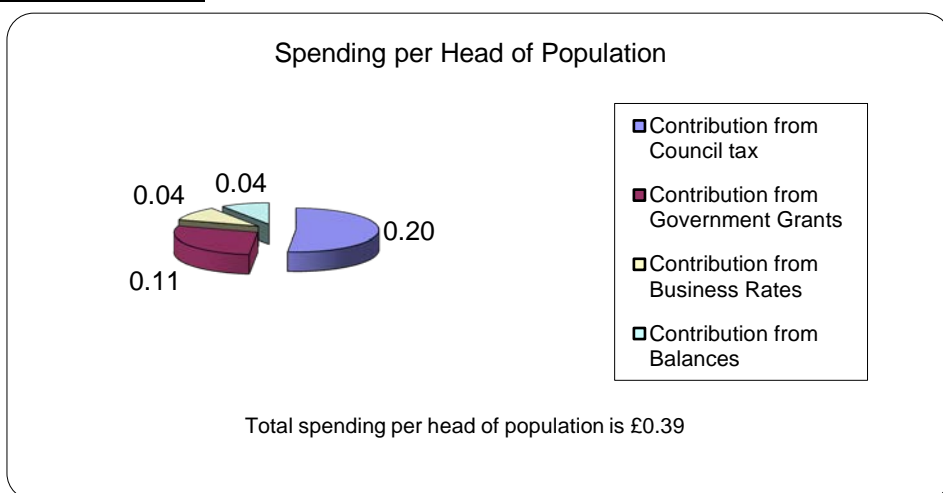


Total spending per band D property is £25.63

SERVICE STATEMENT 2016-17

Cedar Element Name: CAD, TCS Service: Central Communities Team and Community Safety Service Manager: Helen Rutter/ Kim Close Cedar Sub Groups:	Contribution from Council Tax	2016/17 33,173.64
	Contribution from Government Grants	18,194.07
	Contribution from NNDR	6,879.03
	Contribution from Balances	6,043.26
	Total Cost of Service	64,290.00

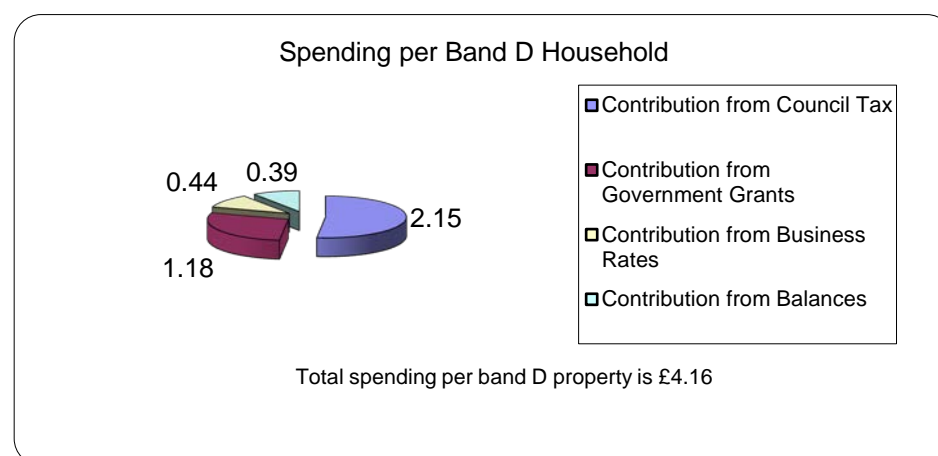
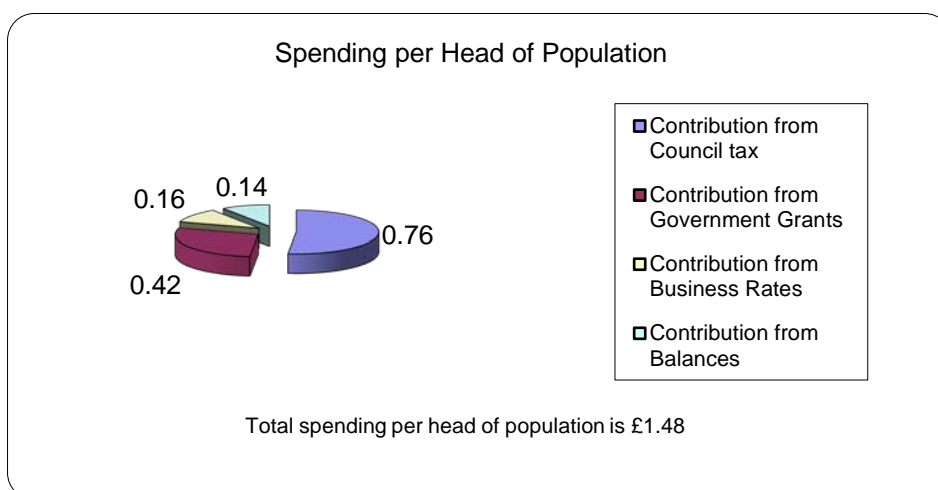
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	187,000	96%
Premises Related Expenses	0	0%
Transport Related Expenses	2,740	2%
Supplies & Services	4,460	2%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	194,200	
Income	0	
Net Above the Line Cost	194,200	
Below the Line Expenses		
Internal Services Recharges	109,270	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	109,270	
Income	(239,180)	
Total Below the Line Expenses	(129,910)	
Above the line net cost	194,200	
Below the line net cost	(129,910)	
Total Cost of Service	64,290	



SERVICE STATEMENT 2016-17

Cedar Element Name: TSP Service: Third Sector & Partnerships Service Manager: Kim Close & Helen Rutter Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">125,790.48</td> </tr> <tr> <td style="text-align: right;">68,989.74</td> </tr> <tr> <td style="text-align: right;">26,084.46</td> </tr> <tr> <td style="text-align: right;">22,915.32</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">243,780.00</td> </tr> </table>	2016/17	125,790.48	68,989.74	26,084.46	22,915.32	243,780.00
2016/17								
125,790.48								
68,989.74								
26,084.46								
22,915.32								
243,780.00								

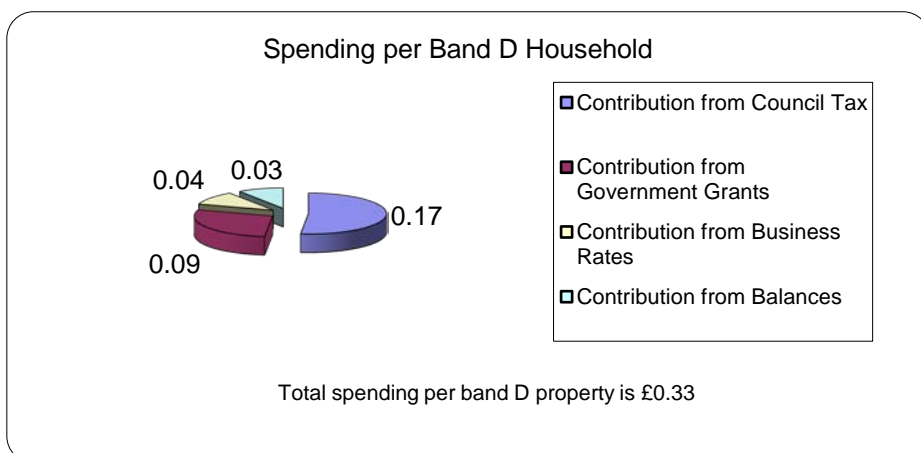
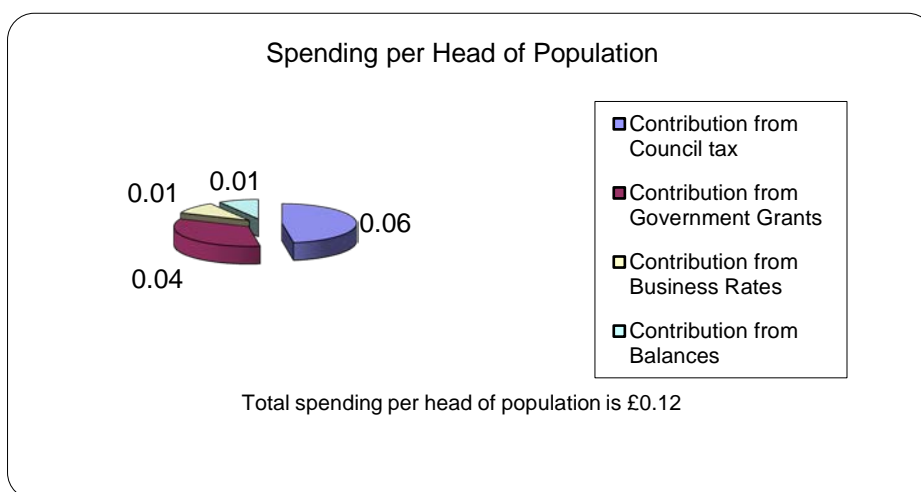
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	39,930	17%
Premises Related Expenses	0	0%
Transport Related Expenses	1,670	1%
Supplies & Services	196,590	82%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	238,190	
Income	0	
Net Above the Line Cost	238,190	
Below the Line Expenses		
Internal Services Recharges	5,590	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	5,590	
Income	0	
Total Below the Line Expenses	5,590	
Above the line net cost	238,190	
Below the line net cost	5,590	
Total Cost of Service	243,780	



SERVICE STATEMENT 2016-17

Cedar Element Name: ESP	Contribution from Council Tax	2016/17 9,938.16
Service: Local Strategic Partnerships	Contribution from Government Grants	5,450.58
Service Manager: Helen Rutter	Contribution from NNDR	2,060.82
Cedar Sub Groups:	Contribution from Balances	1,810.44
	Total Cost of Service	19,260.00

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	25,690	71%
Premises Related Expenses	0	0%
Transport Related Expenses	750	2%
Supplies & Services	3,100	8%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	6,750	19%
Total Expenditure	36,290	
Income	(24,290)	
Net Above the Line Cost	12,000	
Below the Line Expenses		
Internal Services Recharges	7,260	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	7,260	
Income	0	
Total Below the Line Expenses	7,260	
Above the line net cost	12,000	
Below the line net cost	7,260	
Total Cost of Service	19,260	

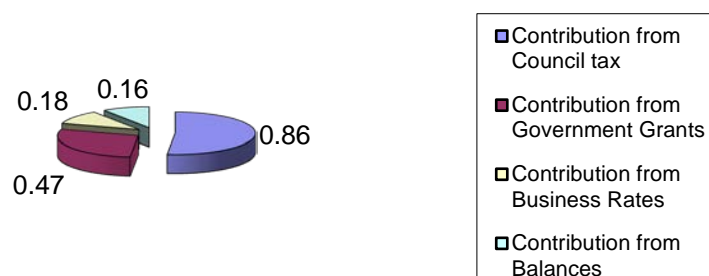


SERVICE STATEMENT 2016-17

Cedar Element Name: EDV, EGR, EPR Service: Area East Service Manager: Helen Rutter Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">141,905.16</td> </tr> <tr> <td style="text-align: right;">77,827.83</td> </tr> <tr> <td style="text-align: right;">29,426.07</td> </tr> <tr> <td style="text-align: right;">25,850.94</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">275,010.00</td> </tr> </table>	2016/17	141,905.16	77,827.83	29,426.07	25,850.94	275,010.00
2016/17								
141,905.16								
77,827.83								
29,426.07								
25,850.94								
275,010.00								

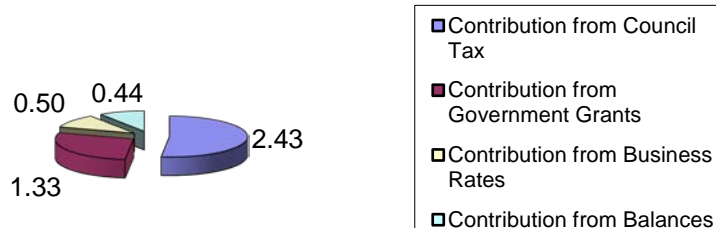
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	160,340	78%
Premises Related Expenses	0	0%
Transport Related Expenses	5,280	3%
Supplies & Services	39,130	19%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	204,750	
Income	(4,510)	
Net Above the Line Cost	200,240	
Below the Line Expenses		
Internal Services Recharges	230,740	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	230,740	
Income	(155,970)	
Total Below the Line Expenses	74,770	
Above the line net cost	200,240	
Below the line net cost	74,770	
Total Cost of Service	275,010	

Spending per Head of Population



Total spending per head of population is £1.67

Spending per Band D Household



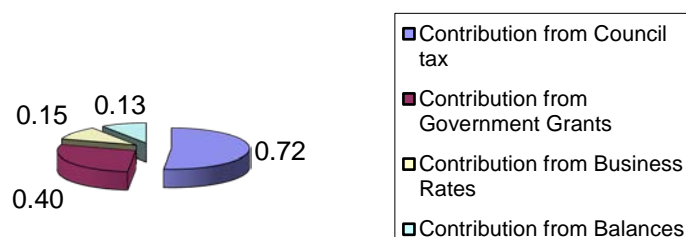
Total spending per band D property is £4.70

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: NDV, NGR, NPR</p> <p style="text-align: center;">Service: Area North</p> <p style="text-align: center;">Service Manager: Charlotte Jones</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">118,741.92</td> </tr> <tr> <td style="text-align: right;">65,123.96</td> </tr> <tr> <td style="text-align: right;">24,622.84</td> </tr> <tr> <td style="text-align: right;">21,631.28</td> </tr> <tr> <td style="text-align: right;">230,120.00</td> </tr> </table>	2016/17	118,741.92	65,123.96	24,622.84	21,631.28	230,120.00
2016/17								
118,741.92								
65,123.96								
24,622.84								
21,631.28								
230,120.00								

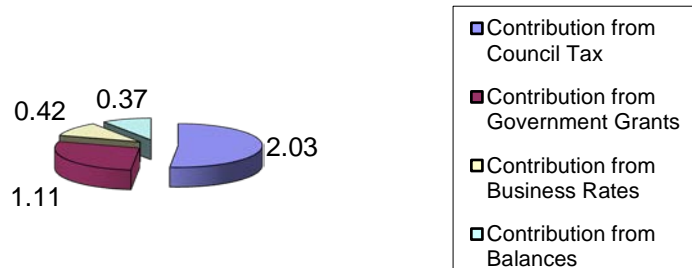
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	145,830	82%
Premises Related Expenses	100	0%
Transport Related Expenses	9,170	5%
Supplies & Services	22,220	13%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	177,320	
Income	0	
Net Above the Line Cost	177,320	
<hr style="border-top: 1px dashed black;"/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	177,270	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	177,270	
Income	(124,470)	
Total Below the Line Expenses	52,800	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	177,320	
Below the line net cost	52,800	
Total Cost of Service	230,120	

Spending per Head of Population



Total spending per head of population is £1.40

Spending per Band D Household



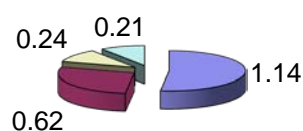
Total spending per band D property is £3.93

SERVICE STATEMENT 2016-17

Cedar Element Name: SDV, SGR, SPR Service: Area South Service Manager: Kim Close Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">187,746.60</td> </tr> <tr> <td style="text-align: right;">102,969.55</td> </tr> <tr> <td style="text-align: right;">38,931.95</td> </tr> <tr> <td style="text-align: right;">34,201.90</td> </tr> <tr> <td style="text-align: right;">363,850.00</td> </tr> </table>	2016/17	187,746.60	102,969.55	38,931.95	34,201.90	363,850.00
2016/17								
187,746.60								
102,969.55								
38,931.95								
34,201.90								
363,850.00								

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	213,010	69%
Premises Related Expenses	25,760	8%
Transport Related Expenses	7,870	3%
Supplies & Services	60,140	20%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	306,780	
Income	(48,720)	
Net Above the Line Cost	258,060	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	317,630	
Other Capital Financing Costs	18,230	
Revenue Reserves & Balances	0	
Total Expenditure	335,860	
Income	(230,070)	
Total Below the Line Expenses	105,790	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	258,060	
Below the line net cost	105,790	
Total Cost of Service	363,850	

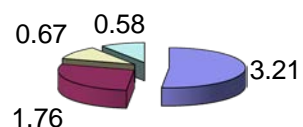
Spending per Head of Population



- Contribution from Council tax
- Contribution from Government Grants
- Contribution from Business Rates
- Contribution from Balances

Total spending per head of population is £2.21

Spending per Band D Household



- Contribution from Council Tax
- Contribution from Government Grants
- Contribution from Business Rates
- Contribution from Balances

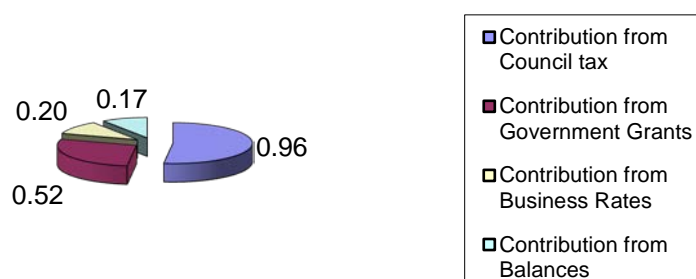
Total spending per band D property is £6.22

SERVICE STATEMENT 2016-17

Cedar Element Name: WDV, WGR, WPR Service: Area West Service Manager: Andrew Gillespie Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">157,085.88</td> </tr> <tr> <td style="text-align: right;">86,153.69</td> </tr> <tr> <td style="text-align: right;">32,574.01</td> </tr> <tr> <td style="text-align: right;">28,616.42</td> </tr> <tr> <td style="text-align: right;">304,430.00</td> </tr> </table>	2016/17	157,085.88	86,153.69	32,574.01	28,616.42	304,430.00
2016/17								
157,085.88								
86,153.69								
32,574.01								
28,616.42								
304,430.00								

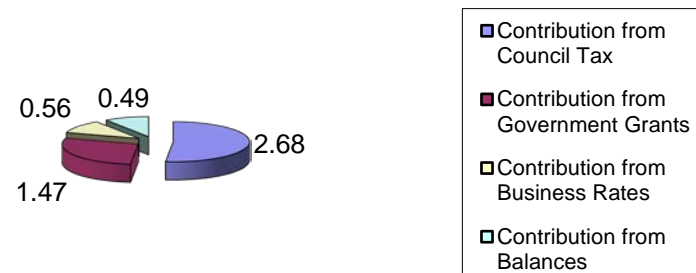
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	206,640	76%
Premises Related Expenses	24,140	9%
Transport Related Expenses	6,030	2%
Supplies & Services	36,270	13%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	273,080	
Income	(17,440)	
Net Above the Line Cost	255,640	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	303,470	
Other Capital Financing Costs	2,270	
Revenue Reserves & Balances	0	
Total Expenditure	305,740	
Income	(256,950)	
Total Below the Line Expenses	48,790	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	255,640	
Below the line net cost	48,790	
Total Cost of Service	304,430	

Spending per Head of Population



Total spending per head of population is £1.85

Spending per Band D Household



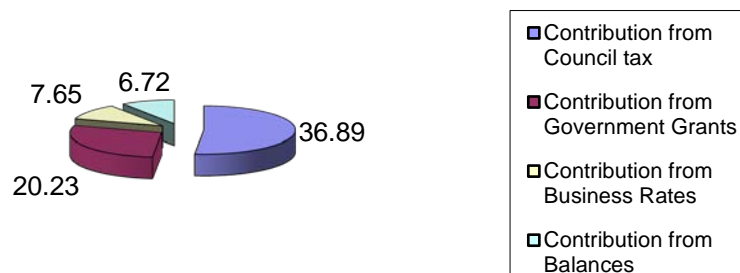
Total spending per band D property is £5.20

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: OPE</p> <p>Strategic Director: Vega Sturgess (Operations & Customer Focus)</p> <p>Cedar Sub Groups: PCR, PPR ENV, HEA</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">6,070,652.28</td> </tr> <tr> <td style="text-align: right;">3,329,446.89</td> </tr> <tr> <td style="text-align: right;">1,258,836.81</td> </tr> <tr> <td style="text-align: right;">1,105,894.02</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">11,764,830.00</td> </tr> </table>	2016/17	6,070,652.28	3,329,446.89	1,258,836.81	1,105,894.02	11,764,830.00
2016/17								
6,070,652.28								
3,329,446.89								
1,258,836.81								
1,105,894.02								
11,764,830.00								

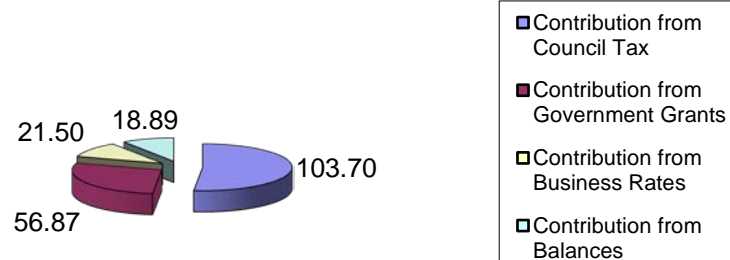
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	6,806,600	35%
Premises Related Expenses	2,699,840	14%
Transport Related Expenses	969,490	5%
Supplies & Services	3,188,500	16%
Third Party Payments	5,982,870	30%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	49,090	0%
Total Expenditure	19,696,390	
Income	(10,308,970)	
Net Above the Line Cost	9,387,420	
Below the Line Expenses		
Internal Services Recharges	3,541,750	
Other Capital Financing Costs	1,607,130	
Revenue Reserves & Balances	0	
Total Expenditure	5,148,880	
Income	(2,771,470)	
Total Below the Line Expenses	2,377,410	
Above the line net cost	9,387,420	
Below the line net cost	2,377,410	
Total Cost of Service	11,764,830	

Spending per Head of Population



Total spending per head of population is £71.49

Spending per Band D Household



Total spending per band D property is £200.96

SERVICE STATEMENT 2016-17

Cedar Element Name: PCR, PPR

Service: Customer Services

Service Manager: Jason Toogood

Cedar Sub Groups:

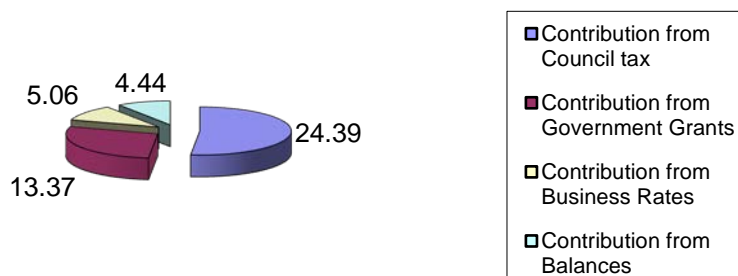
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	477,920	85%
Premises Related Expenses	0	0%
Transport Related Expenses	6,240	1%
Supplies & Services	79,090	14%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	563,250	
Income	(109,770)	
Net Above the Line Cost	453,480	
<i>Below the Line Expenses</i>		
Internal Services Recharges	225,640	
Other Capital Financing Costs	20,400	
Revenue Reserves & Balances	0	
Total Expenditure	246,040	
Income	(699,520)	
Total Below the Line Expenses	(453,480)	
Above the line net cost	453,480	
Below the line net cost	(453,480)	
Total Cost of Service	0	

SERVICE STATEMENT 2016-17

Cedar Element Name: ENV Service: Environment Assistant Director: Laurence Willis Cedar Sub Groups: HCC, HCP, HEH, HLC, KCP, KEN, KET, KHT, KPS, KWT, RBC,	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">4,013,190.00</td> </tr> <tr> <td style="text-align: right;">2,201,032.50</td> </tr> <tr> <td style="text-align: right;">832,192.50</td> </tr> <tr> <td style="text-align: right;">731,085.00</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">7,777,500.00</td> </tr> </table>	2016/17	4,013,190.00	2,201,032.50	832,192.50	731,085.00	7,777,500.00
2016/17								
4,013,190.00								
2,201,032.50								
832,192.50								
731,085.00								
7,777,500.00								

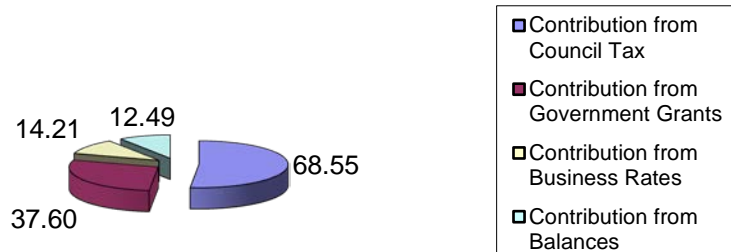
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	4,302,840	31%
Premises Related Expenses	1,851,900	13%
Transport Related Expenses	902,200	6%
Supplies & Services	1,275,260	9%
Third Party Payments	5,679,470	41%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	14,011,670	
Income	(7,439,640)	
Net Above the Line Cost	6,572,030	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	2,338,840	
Other Capital Financing Costs	784,930	
Revenue Reserves & Balances	0	
Total Expenditure	3,123,770	
Income	(1,918,300)	
Total Below the Line Expenses	1,205,470	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	6,572,030	
Below the line net cost	1,205,470	
Total Cost of Service	7,777,500	

Spending per Head of Population



Total spending per head of population is £47.26

Spending per Band D Household

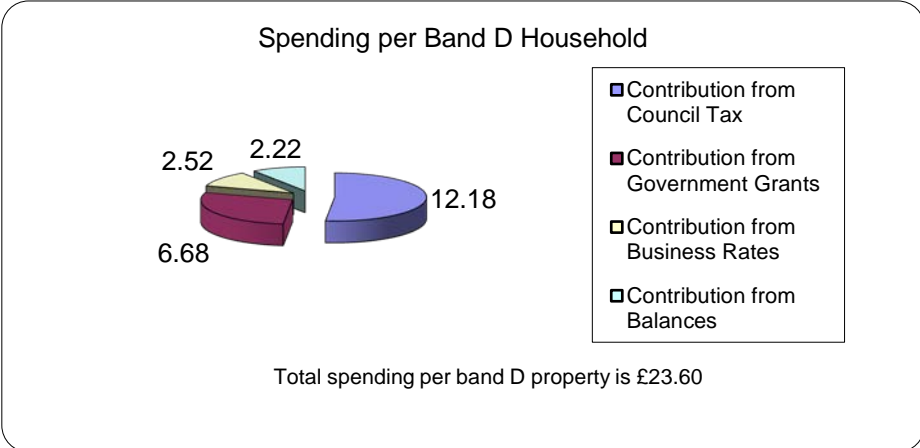
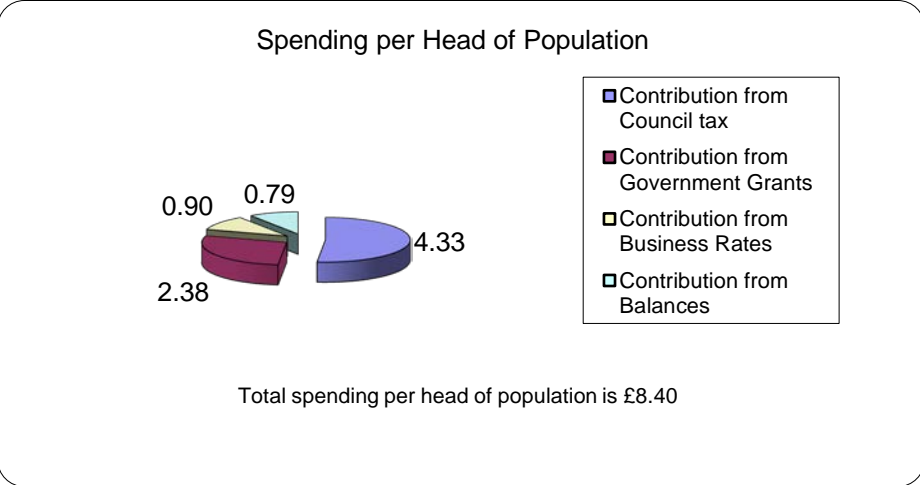


Total spending per band D property is £132.85

SERVICE STATEMENT 2016-17

Cedar Element Name: HCP, HEH, KET	Contribution from Council Tax	2016/17 713,008.80
Service: Environmental Health	Contribution from Government Grants	391,049.40
Service Manager: Alasdair Bell	Contribution from NNDR	147,852.60
Cedar Sub Groups:	Contribution from Balances	129,889.20
	Total Cost of Service	1,381,800.00

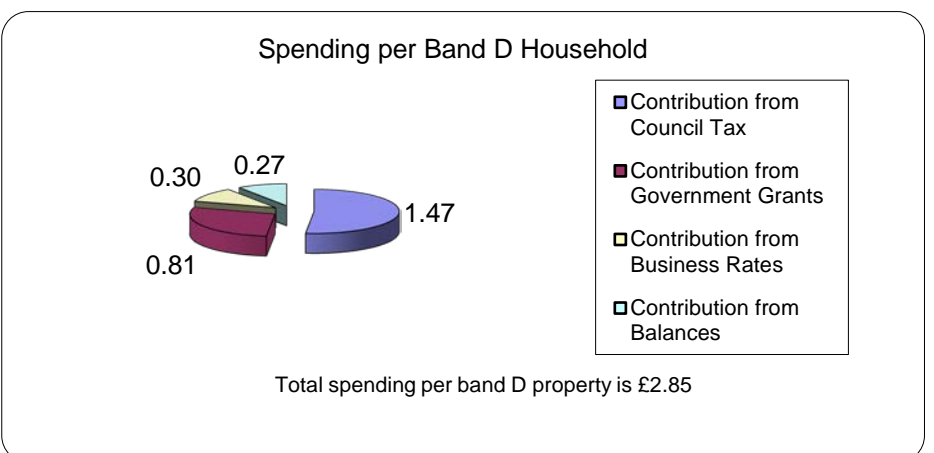
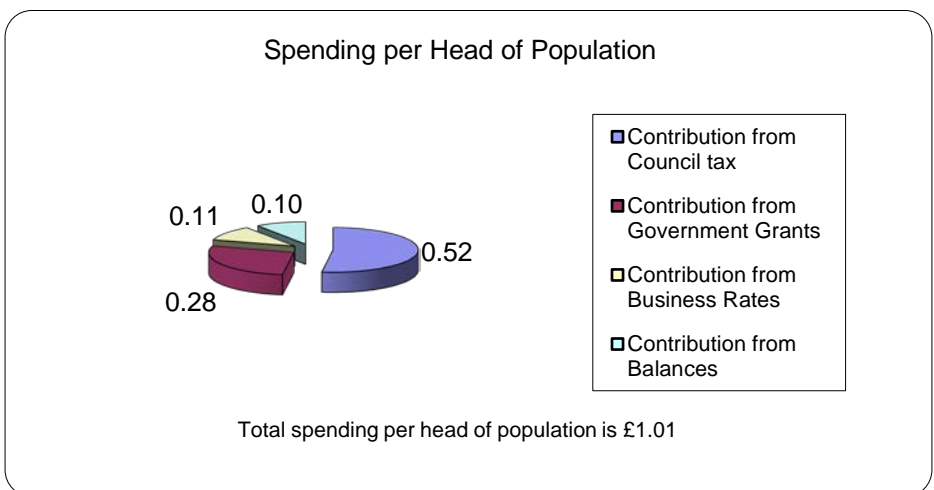
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	1,041,430	83%
Premises Related Expenses	190	0%
Transport Related Expenses	89,280	7%
Supplies & Services	118,700	9%
Third Party Payments	9,560	1%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	1,259,160	
Income	(149,110)	
Net Above the Line Cost	1,110,050	
Below the Line Expenses		
Internal Services Recharges	480,610	
Other Capital Financing Costs	10,930	
Revenue Reserves & Balances	0	
Total Expenditure	491,540	
Income	(219,790)	
Total Below the Line Expenses	271,750	
Above the line net cost	1,110,050	
Below the line net cost	271,750	
Total Cost of Service	1,381,800	



SERVICE STATEMENT 2016-17

<p>Cedar Element Name: HCC</p> <p style="text-align: center;">Service: Civil Contingencies</p> <p style="text-align: center;">Service Manager: Pam Harvey</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">85,960.44</td> </tr> <tr> <td style="text-align: right;">47,144.97</td> </tr> <tr> <td style="text-align: right;">17,825.13</td> </tr> <tr> <td style="text-align: right;">15,659.46</td> </tr> <tr> <td style="text-align: right;">166,590.00</td> </tr> </table>	2016/17	85,960.44	47,144.97	17,825.13	15,659.46	166,590.00
2016/17								
85,960.44								
47,144.97								
17,825.13								
15,659.46								
166,590.00								

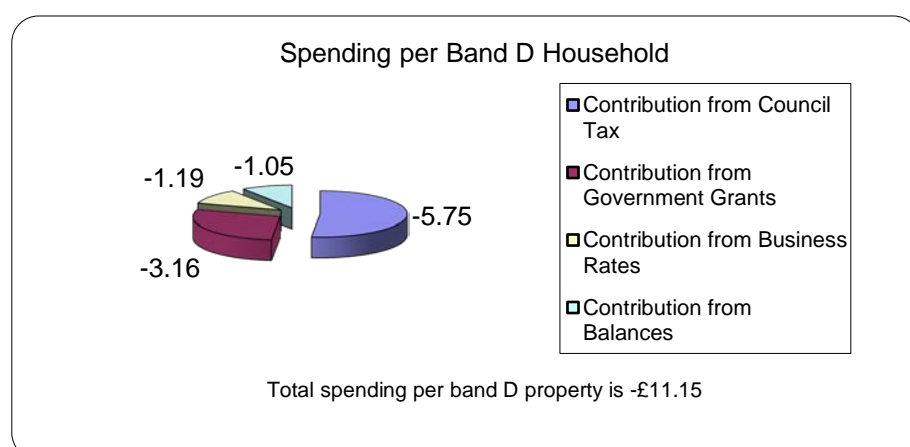
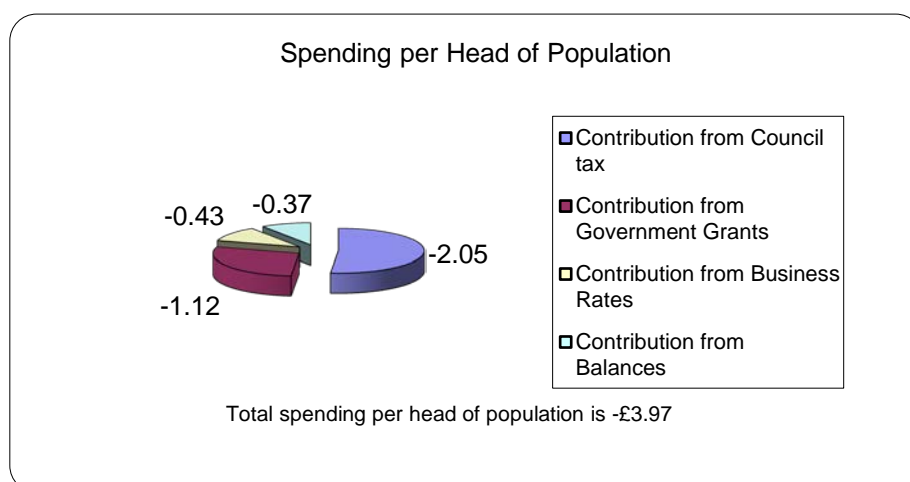
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	89,300	67%
Premises Related Expenses	0	0%
Transport Related Expenses	5,280	4%
Supplies & Services	6,940	5%
Third Party Payments	32,610	24%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	134,130	
Income	(1,110)	
Net Above the Line Cost	133,020	
Below the Line Expenses		
Internal Services Recharges	33,570	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	33,570	
Income	0	
Total Below the Line Expenses	33,570	
Above the line net cost	133,020	
Below the line net cost	33,570	
Total Cost of Service	166,590	



SERVICE STATEMENT 2016-17

<p>Cedar Element Name: KCP, KEN, KPS</p> <p style="text-align: center;">Service: Engineering & Property Services</p> <p style="text-align: center;">Service Manager: Garry Green</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<p>2016/17</p> <p>(336,855.12)</p> <p>(184,748.06)</p> <p>(69,851.74)</p> <p>(61,365.08)</p> <p>(652,820.00)</p>
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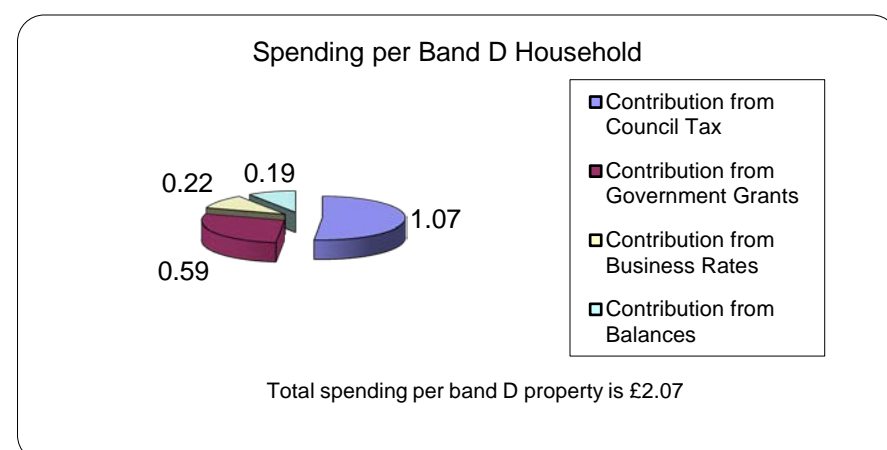
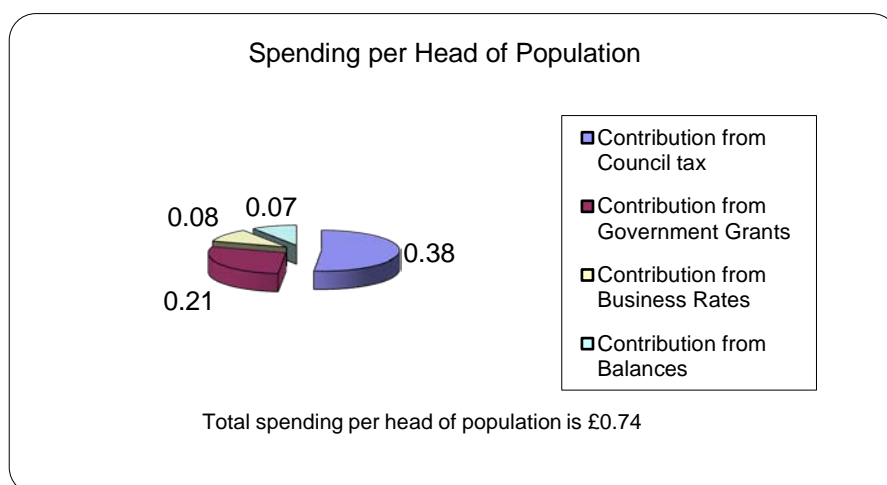
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	637,180	21%
Premises Related Expenses	1,689,020	55%
Transport Related Expenses	27,360	1%
Supplies & Services	540,270	18%
Third Party Payments	151,970	5%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	3,045,800	
Income	(3,547,230)	
Net Above the Line Cost	(501,430)	
Below the Line Expenses		
Internal Services Recharges	722,050	
Other Capital Financing Costs	514,150	
Revenue Reserves & Balances	0	
Total Expenditure	1,236,200	
Income	(1,387,590)	
Total Below the Line Expenses	(151,390)	
Above the line net cost	(501,430)	
Below the line net cost	(151,390)	
Total Cost of Service	(652,820)	



SERVICE STATEMENT 2016-17

<p>Cedar Element Name: RBC</p> <p style="text-align: center;">Service: Building Control</p> <p style="text-align: center;">Service Manager: Dave Durrant</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">62,663.04</td> </tr> <tr> <td style="text-align: right;">34,367.52</td> </tr> <tr> <td style="text-align: right;">12,994.08</td> </tr> <tr> <td style="text-align: right;">11,415.36</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">121,440.00</td> </tr> </table>	2016/17	62,663.04	34,367.52	12,994.08	11,415.36	121,440.00
2016/17								
62,663.04								
34,367.52								
12,994.08								
11,415.36								
121,440.00								

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	401,600	64%
Premises Related Expenses	0	0%
Transport Related Expenses	33,720	5%
Supplies & Services	192,560	31%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	627,880	
Income	(661,240)	
Net Above the Line Cost	(33,360)	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	154,800	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	154,800	
Income	0	
Total Below the Line Expenses	154,800	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	(33,360)	
Below the line net cost	154,800	
Total Cost of Service	121,440	

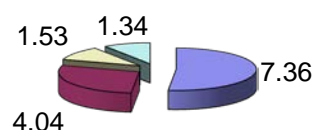


SERVICE STATEMENT 2016-17

<p>Cedar Element Name: KHT</p> <p style="text-align: center;">Service: Streetscene</p> <p style="text-align: center;">Service Manager: Chris Cooper</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">1,211,996.28</td> </tr> <tr> <td style="text-align: right;">664,718.89</td> </tr> <tr> <td style="text-align: right;">251,324.81</td> </tr> <tr> <td style="text-align: right;">220,790.02</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">2,348,830.00</td> </tr> </table>	2016/17	1,211,996.28	664,718.89	251,324.81	220,790.02	2,348,830.00
2016/17								
1,211,996.28								
664,718.89								
251,324.81								
220,790.02								
2,348,830.00								

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	1,914,230	65%
Premises Related Expenses	162,690	5%
Transport Related Expenses	641,390	22%
Supplies & Services	198,250	7%
Third Party Payments	17,780	1%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	2,934,340	
Income	(1,292,670)	
Net Above the Line Cost	1,641,670	
Below the Line Expenses		
Internal Services Recharges	758,230	
Other Capital Financing Costs	259,850	
Revenue Reserves & Balances	0	
Total Expenditure	1,018,080	
Income	(310,920)	
Total Below the Line Expenses	707,160	
Above the line net cost	1,641,670	
Below the line net cost	707,160	
Total Cost of Service	2,348,830	

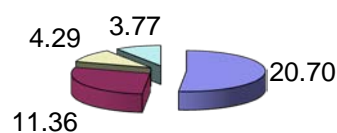
Spending per Head of Population



- Contribution from Council tax
- Contribution from Government Grants
- Contribution from Business Rates
- Contribution from Balances

Total spending per head of population is £14.27

Spending per Band D Household



- Contribution from Council Tax
- Contribution from Government Grants
- Contribution from Business Rates
- Contribution from Balances

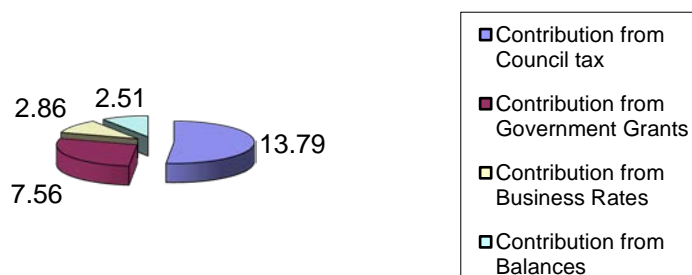
Total spending per band D property is £40.12

SERVICE STATEMENT 2016-17

Cedar Element Name: KWT Service: Waste & Recycling Assistant Director: Laurence Willis Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">2,268,650.76</td> </tr> <tr> <td style="text-align: right;">1,244,240.63</td> </tr> <tr> <td style="text-align: right;">470,437.27</td> </tr> <tr> <td style="text-align: right;">413,281.34</td> </tr> <tr> <td style="text-align: right;">4,396,610.00</td> </tr> </table>	2016/17	2,268,650.76	1,244,240.63	470,437.27	413,281.34	4,396,610.00
2016/17								
2,268,650.76								
1,244,240.63								
470,437.27								
413,281.34								
4,396,610.00								

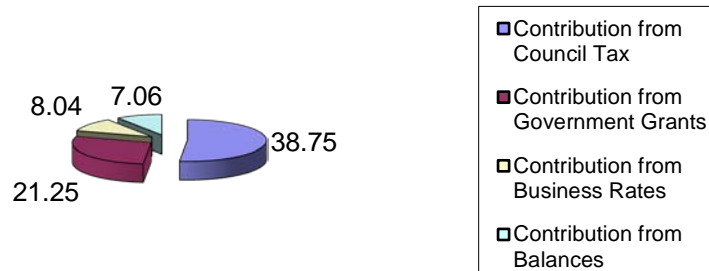
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	21,190	0%
Premises Related Expenses	0	0%
Transport Related Expenses	87,160	2%
Supplies & Services	197,830	3%
Third Party Payments	5,467,550	95%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	5,773,730	
Income	(1,463,770)	
Net Above the Line Cost	4,309,960	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	86,650	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	86,650	
Income	0	
Total Below the Line Expenses	86,650	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	4,309,960	
Below the line net cost	86,650	
Total Cost of Service	4,396,610	

Spending per Head of Population



Total spending per head of population is £26.72

Spending per Band D Household



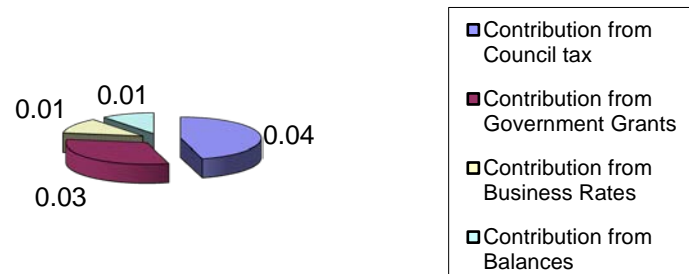
Total spending per band D property is £75.10

SERVICE STATEMENT 2016-17

Cedar Element Name: HLC Service: Licensing Service Manager: Nigel Marston Cedar Sub Groups:	Contribution from Council Tax	2016/17 7,765.80
	Contribution from Government Grants	4,259.15
	Contribution from NNDR	1,610.35
	Contribution from Balances	1,414.70
	Total Cost of Service	15,050.00

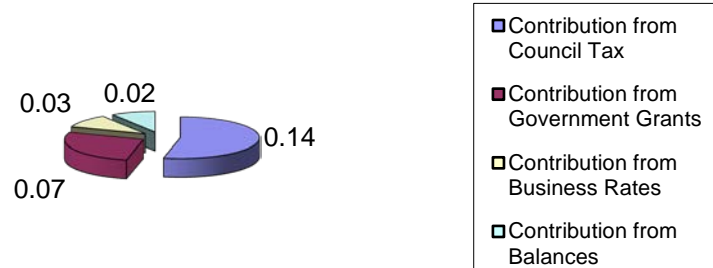
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	197,910	83%
Premises Related Expenses	0	0%
Transport Related Expenses	18,010	8%
Supplies & Services	20,710	9%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	236,630	
Income	(324,510)	
Net Above the Line Cost	(87,880)	
Below the Line Expenses		
Internal Services Recharges	102,930	
Other Capital Financing Costs	0	
Revenue Reserves & Balances	0	
Total Expenditure	102,930	
Income	0	
Total Below the Line Expenses	102,930	
Above the line net cost	(87,880)	
Below the line net cost	102,930	
Total Cost of Service	15,050	

Spending per Head of Population



Total spending per head of population is £0.09

Spending per Band D Household



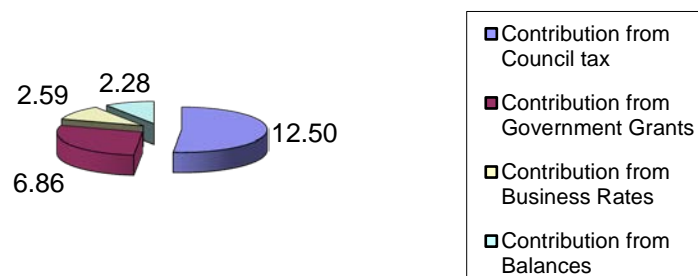
Total spending per band D property is £0.26

SERVICE STATEMENT 2016-17

Cedar Element Name: HEA Service: Health & Well-Being Assistant Director: Steve Joel Cedar Sub Groups: GCT, GOC, GOL, GRC, GSF, GSP, HHL, HWL	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">2,057,462.28</td> </tr> <tr> <td style="text-align: right;">1,128,414.39</td> </tr> <tr> <td style="text-align: right;">426,644.31</td> </tr> <tr> <td style="text-align: right;">374,809.02</td> </tr> <tr> <td style="text-align: right;">3,987,330.00</td> </tr> </table>	2016/17	2,057,462.28	1,128,414.39	426,644.31	374,809.02	3,987,330.00
2016/17								
2,057,462.28								
1,128,414.39								
426,644.31								
374,809.02								
3,987,330.00								

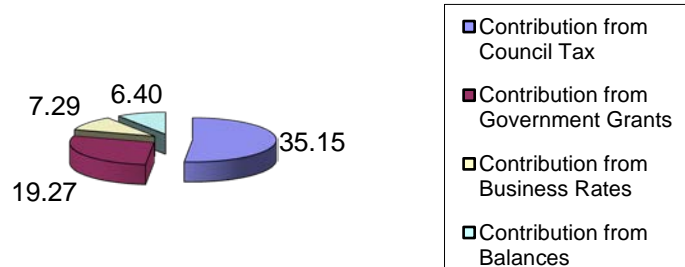
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	2,025,840	39%
Premises Related Expenses	847,940	17%
Transport Related Expenses	61,050	1%
Supplies & Services	1,834,150	36%
Third Party Payments	303,400	6%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	49,090	1%
Total Expenditure	5,121,470	
Income	(2,759,560)	
Net Above the Line Cost	2,361,910	
Below the Line Expenses		
Internal Services Recharges	977,270	
Other Capital Financing Costs	801,800	
Revenue Reserves & Balances	0	
Total Expenditure	1,779,070	
Income	(153,650)	
Total Below the Line Expenses	1,625,420	
Above the line net cost	2,361,910	
Below the line net cost	1,625,420	
Total Cost of Service	3,987,330	

Spending per Head of Population



Total spending per head of population is £24.23

Spending per Band D Household

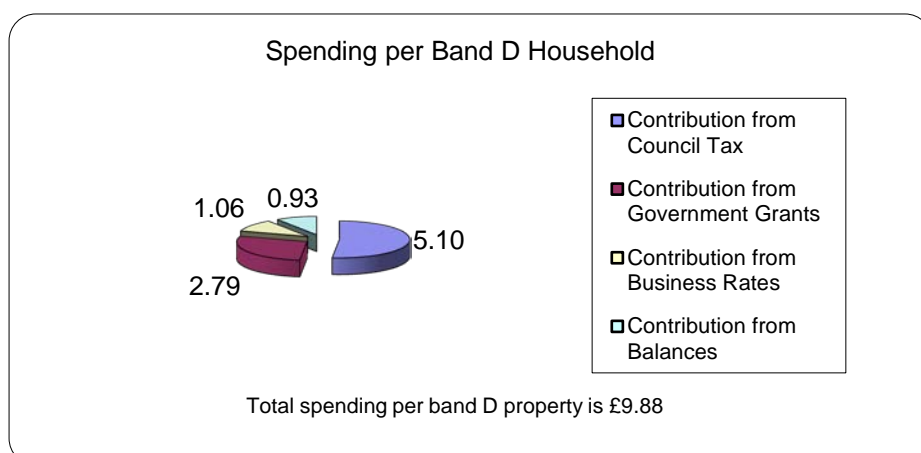
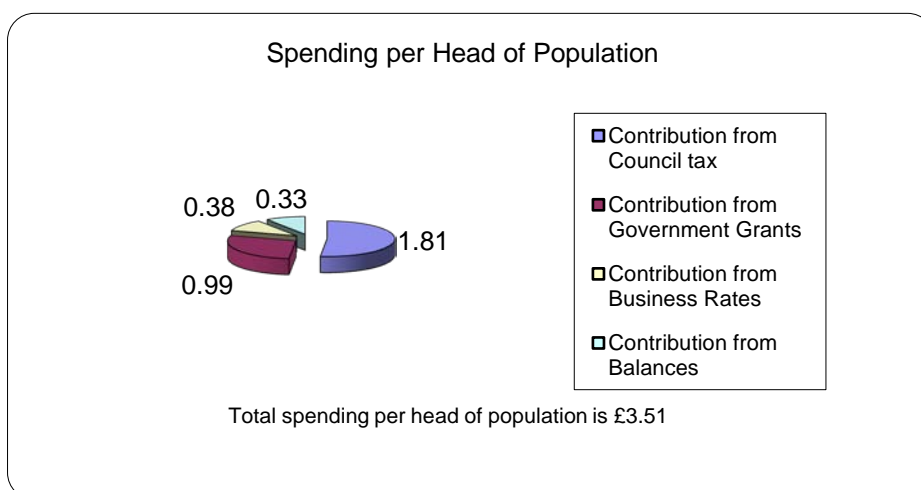


Total spending per band D property is £68.11

SERVICE STATEMENT 2016-17

Cedar Element Name: GOC, GWL Service: Arts & Entertainment Service Manager: Adam Burgan Cedar Sub Groups:	Contribution from Council Tax Contribution from Government Grants Contribution from NNDR Contribution from Balances Total Cost of Service	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">298,459.56</td> </tr> <tr> <td style="text-align: right;">163,690.03</td> </tr> <tr> <td style="text-align: right;">61,889.87</td> </tr> <tr> <td style="text-align: right;">54,370.54</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">578,410.00</td> </tr> </table>	2016/17	298,459.56	163,690.03	61,889.87	54,370.54	578,410.00
2016/17								
298,459.56								
163,690.03								
61,889.87								
54,370.54								
578,410.00								

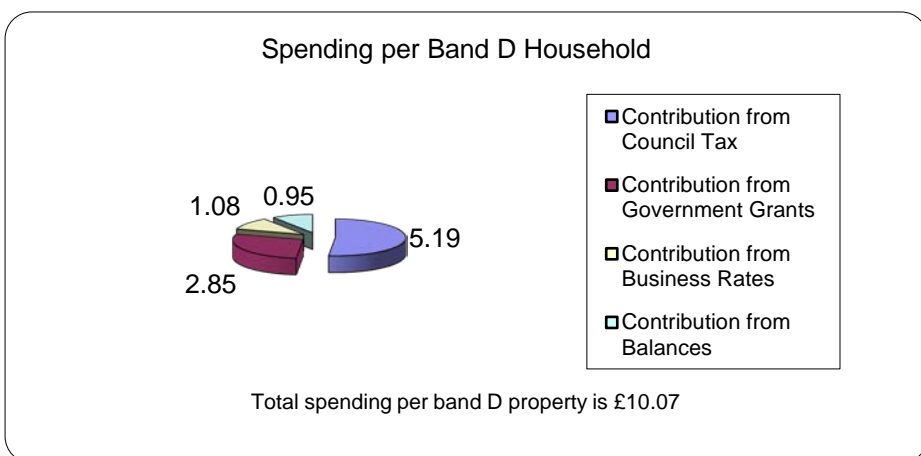
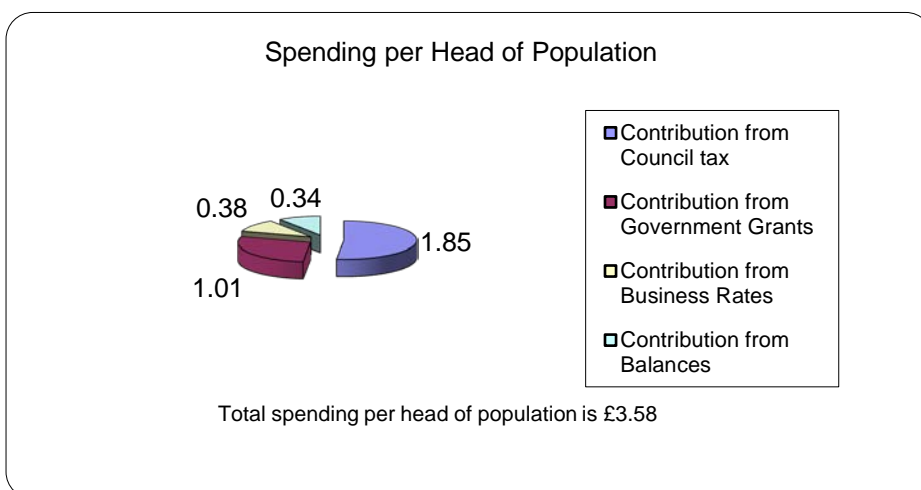
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	482,090	29%
Premises Related Expenses	134,640	8%
Transport Related Expenses	3,610	0%
Supplies & Services	1,067,090	63%
Third Party Payments	4,000	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	1,691,430	
Income	(1,438,520)	
Net Above the Line Cost	252,910	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	188,610	
Other Capital Financing Costs	136,890	
Revenue Reserves & Balances	0	
Total Expenditure	325,500	
Income	0	
Total Below the Line Expenses	325,500	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	252,910	
Below the line net cost	325,500	
Total Cost of Service	578,410	



SERVICE STATEMENT 2016-17

Cedar Element Name: GOL, GSF	Contribution from Council Tax	2016/17
Service: Sport & Leisure Facilities	Contribution from Government Grants	304,151.04
Service Manager: Steve Joel	Contribution from NNDR	166,811.52
Cedar Sub Groups:	Contribution from Balances	63,070.08
	Total Cost of Service	55,407.36
		589,440.00

Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	3,200	1%
Premises Related Expenses	351,940	86%
Transport Related Expenses	0	0%
Supplies & Services	7,910	2%
Third Party Payments	45,340	11%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	408,390	
Income	(185,710)	
Net Above the Line Cost	222,680	
Below the Line Expenses		
Internal Services Recharges	58,170	
Other Capital Financing Costs	308,590	
Revenue Reserves & Balances	0	
Total Expenditure	366,760	
Income	0	
Total Below the Line Expenses	366,760	
Above the line net cost	222,680	
Below the line net cost	366,760	
Total Cost of Service	589,440	

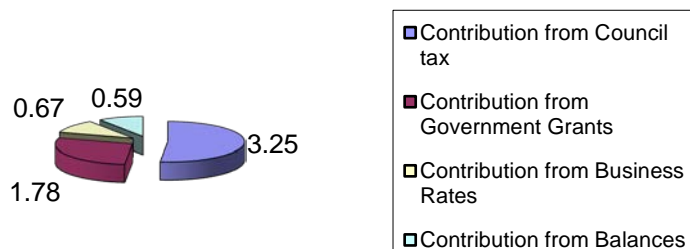


SERVICE STATEMENT 2016-17

<p>Cedar Element Name: GRC, GSP</p> <p style="text-align: center;">Service: Community Health & Leisure</p> <p style="text-align: center;">Service Manager: Lynda Pincombe</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">534,333.48</td> </tr> <tr> <td style="text-align: right;">293,054.99</td> </tr> <tr> <td style="text-align: right;">110,801.71</td> </tr> <tr> <td style="text-align: right;">97,339.82</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">1,035,530.00</td> </tr> </table>	2016/17	534,333.48	293,054.99	110,801.71	97,339.82	1,035,530.00
2016/17								
534,333.48								
293,054.99								
110,801.71								
97,339.82								
1,035,530.00								

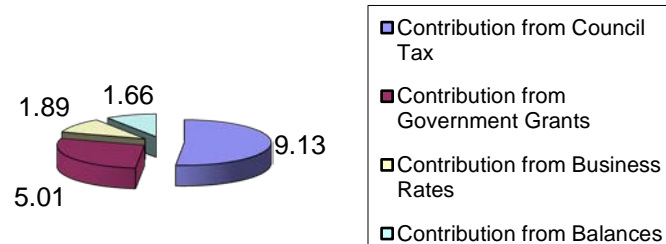
<i>Above the Line Expenses</i>	2016/17 Budget	% of Total Expenditure
Employees Costs	461,730	53%
Premises Related Expenses	197,500	23%
Transport Related Expenses	18,290	2%
Supplies & Services	168,310	20%
Third Party Payments	0	0%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	18,690	2%
Total Expenditure	864,520	
Income	(176,060)	
Net Above the Line Cost	688,460	
<hr style="border-top: 1px dashed black;"/>		
<i>Below the Line Expenses</i>		
Internal Services Recharges	257,060	
Other Capital Financing Costs	243,660	
Revenue Reserves & Balances	0	
Total Expenditure	500,720	
Income	(153,650)	
Total Below the Line Expenses	347,070	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	688,460	
Below the line net cost	347,070	
Total Cost of Service	1,035,530	

Spending per Head of Population



Total spending per head of population is £6.29

Spending per Band D Household



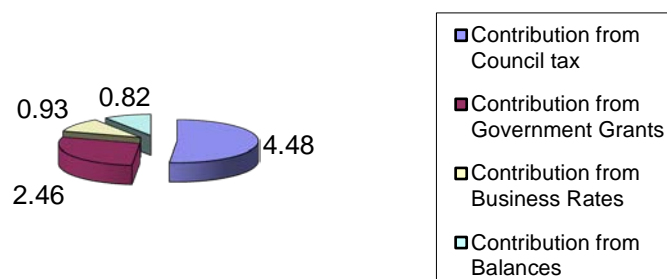
Total spending per band D property is £17.69

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: HHL, HWL</p> <p style="text-align: center;">Service: Housing & Welfare</p> <p style="text-align: center;">Service Manager: Kirsty Larkins</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">738,308.28</td> </tr> <tr> <td style="text-align: right;">404,924.89</td> </tr> <tr> <td style="text-align: right;">153,098.81</td> </tr> <tr> <td style="text-align: right;">134,498.02</td> </tr> <tr> <td style="text-align: right; border-top: 1px solid black;">1,430,830.00</td> </tr> </table>	2016/17	738,308.28	404,924.89	153,098.81	134,498.02	1,430,830.00
2016/17								
738,308.28								
404,924.89								
153,098.81								
134,498.02								
1,430,830.00								

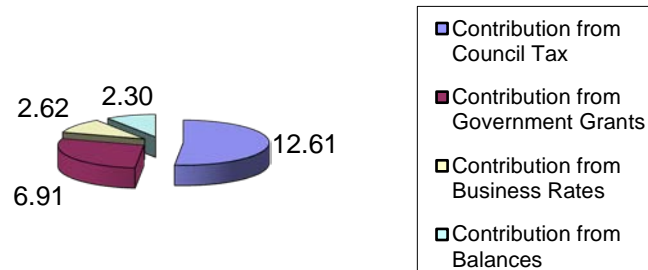
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	783,660	47%
Premises Related Expenses	87,200	5%
Transport Related Expenses	27,190	1%
Supplies & Services	498,090	30%
Third Party Payments	251,060	15%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	30,400	2%
Total Expenditure	1,677,600	
Income	(717,300)	
Net Above the Line Cost	960,300	
<hr style="border-top: 1px dashed black;"/>		
Below the Line Expenses		
Internal Services Recharges	368,910	
Other Capital Financing Costs	101,620	
Revenue Reserves & Balances	0	
Total Expenditure	470,530	
Income	0	
Total Below the Line Expenses	470,530	
<hr style="border-top: 1px dashed black;"/>		
Above the line net cost	960,300	
Below the line net cost	470,530	
Total Cost of Service	1,430,830	

Spending per Head of Population



Total spending per head of population is £8.69

Spending per Band D Household



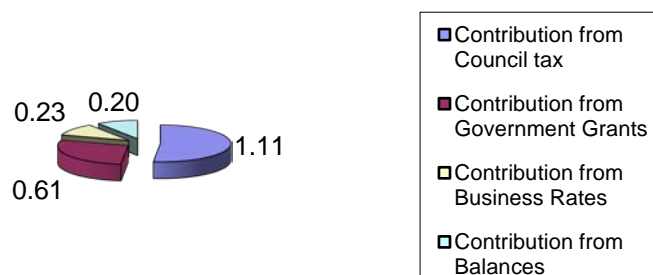
Total spending per band D property is £24.44

SERVICE STATEMENT 2016-17

<p>Cedar Element Name: GCT</p> <p style="text-align: center;">Service: Countryside</p> <p style="text-align: center;">Service Manager: Katy Menday</p> <p>Cedar Sub Groups:</p>	<p>Contribution from Council Tax</p> <p>Contribution from Government Grants</p> <p>Contribution from NNDR</p> <p>Contribution from Balances</p> <p>Total Cost of Service</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">2016/17</td> </tr> <tr> <td style="text-align: right;">182,209.92</td> </tr> <tr> <td style="text-align: right;">99,932.96</td> </tr> <tr> <td style="text-align: right;">37,783.84</td> </tr> <tr> <td style="text-align: right;">33,193.28</td> </tr> <tr> <td style="text-align: right;">353,120.00</td> </tr> </table>	2016/17	182,209.92	99,932.96	37,783.84	33,193.28	353,120.00
2016/17								
182,209.92								
99,932.96								
37,783.84								
33,193.28								
353,120.00								

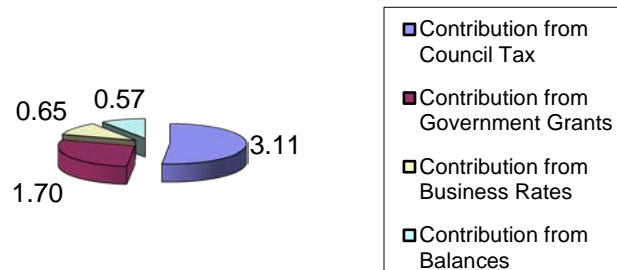
Above the Line Expenses	2016/17 Budget	% of Total Expenditure
Employees Costs	295,160	62%
Premises Related Expenses	76,660	16%
Transport Related Expenses	11,960	2%
Supplies & Services	92,750	19%
Third Party Payments	3,000	1%
Payments to Clients	0	0%
Capital Financing Costs	0	0%
Use of Balances	0	0%
Total Expenditure	479,530	
Income	(241,970)	
Net Above the Line Cost	237,560	
Below the Line Expenses		
Internal Services Recharges	104,520	
Other Capital Financing Costs	11,040	
Revenue Reserves & Balances	0	
Total Expenditure	115,560	
Income	0	
Total Below the Line Expenses	115,560	
Above the line net cost	237,560	
Below the line net cost	115,560	
Total Cost of Service	353,120	

Spending per Head of Population



Total spending per head of population is £2.15

Spending per Band D Household



Total spending per band D property is £6.03