

CHARNWOOD BOROUGH COUNCIL

*Annual*  
*Budget*  
*2011 / 12*



**Charnwood**



AS PER COUNCIL  
28<sup>th</sup> FEBRUARY 2011

# **Charnwood Borough Council**

## **2011/12 Budget Book**

### **Contents**

<b>Summaries</b>	<b>Page</b>
Revenue Budget Summary	2-3
Council Tax Analysis	4
Council Tax- Parish Precepts	5
Loughborough Special Expenses	6
General Fund Subjective Analysis	7-8
Analysis of Services	9
GF Overall Summary by Directorate	10
GF Head of Service Area by Cost Centre	11-16
Summary of Posts by Service Area within Directorates	17
Cost of Services per Directorate-General Fund	18-29
HRA Cost of Services Per Directorate-Housing Revenue Account	30
<b>Housing Revenue Account</b>	
Housing Revenue Account	31
<b>Capital Programme</b>	
Capital Programme	32-33

**Summary Of General Fund Original Budget 2011-12**

<b>Actual 2009/10</b>		<b>Original Budget 2010/11</b>	<b>Original Budget 2011/12</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>
33,613	General Fund Service Expenditure	21,818	22,953
(13,698)	Less: Capital Charges	(2,301)	(4,804)
(382)	FRS 17 Pension	0	0
<b>19,533</b>	<b>Net Service Expenditure</b>	<b>19,517</b>	<b>18,149</b>
0	Net Service Savings	0	(1,058)
719	Revenue Contributions to Capital	525	116
150	Item 8 Debit and Impairment of Investment	0	0
235	Interest Payable	237	235
(309)	Less: Interest on Revenue Balances	(320)	(200)
<b>20,328</b>	<b>Total Borough Expenditure</b>	<b>19,959</b>	<b>17,242</b>
(8)	Contribution (from)/to Reinvestment Reserve	(70)	0
(601)	Contribution (from)/to Capital Plan Reserve	(143)	0
484	Contribution (from)/to General Fund Balance	107	184
(134)	Contribution (from)/to Performance Reward Grant	0	0
(843)	Contribution (from)/to LABGI Reserve	(47)	0
550	Contribution (from)/to Planning Delivery Reserve	0	0
23	Contribution (from)/to Area Based Grant Reserve	0	0
0	Council Tax Freeze Grant	0	(171)
<b>19,799</b>	<b>Precept Requirement</b>	<b>19,806</b>	<b>17,255</b>
2,304	Revenue Support Grant (RSG)	1,587	2,299
9,984	Redistributed NNDR	10,927	7,437
362	RSG - Concessionary Travel	560	0
0	New Homes Bonus	0	644
5,372	Council Tax Receipts	5,534	5,618
1,189	Loughborough Special Levy	1,219	1,237
(62)	Collection Fund Surplus/(Deficit)	(21)	20
650	Additional Revenue Reserve Income	0	0
<b>19,799</b>	<b>Precept Income</b>	<b>19,806</b>	<b>17,255</b>
	<b>Council Tax for Band D</b>	<b>£p</b>	<b>£p</b>
100.61	<b>Base Borough Council Tax</b>	<b>102.62</b>	<b>102.62</b>
72.79	<b>Loughborough Special Levy</b>	<b>73.84</b>	<b>73.51</b>

**Summary Of General Fund Original Budget 2011-12**

<b>Actual 2009/10</b>		<b>Original Budget 2010/11</b>	<b>Original Budget 2011/12</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>
	<b><u>REVENUE BALANCES</u></b>	<b>£000</b>	<b>£000</b>
	<b><u>Working Balance</u></b>		
3,346	Balance at 1 April	3,884	3,326
484	Transfer (to)/from General Fund	107	184
0	Transfer (to)/from Reinvestment Reserve	(1,300)	(500)
<b>3,830</b>	<b>Balance at 31 March</b>	<b>2,691</b>	<b>3,010</b>
	<b><u>Reinvestment Reserve</u></b>		
640	Balance at 1 April	205	183
700	Transfer from Working Balance	0	500
(708)	Transfers (to)/from General Fund	1,230	0
<b>632</b>	<b>Balance at 31 March</b>	<b>1,435</b>	<b>683</b>
	<b><u>LABGI Reserve</u></b>		
1,145	Balance at 1 April	231	84
(843)	Transferred (to) General Fund	(47)	0
<b>302</b>	<b>Balance at 31 March</b>	<b>184</b>	<b>84</b>
	<b><u>Performance Reward Grant Reserve</u></b>		
134	Balance at 1 April	0	0
(134)	Transferred (to) General Fund	0	0
<b>0</b>	<b>Balance at 31 March</b>	<b>0</b>	<b>0</b>
	<b><u>Capital Plan Reserve</u></b>		
601	Balance at 1 April	143	0
(601)	Transferred (to) General Fund	(143)	0
<b>0</b>	<b>Balance at 31 March</b>	<b>0</b>	<b>0</b>
	<b><u>Planning Delivery Grant Reserve</u></b>		
124	Balance at 1 April	0	314
550	Transferred (to)/from General Fund	0	0
<b>674</b>	<b>Balance at 31 March</b>	<b>0</b>	<b>314</b>
	<b><u>Area Based Grants</u></b>		
22	Balance at 1 April	0	0
23	Transferred (to)/from General Fund	0	0
<b>45</b>	<b>Balance at 31 March</b>	<b>0</b>	<b>0</b>
<b>5,483</b>	<b>TOTAL BALANCES</b>	<b>4,310</b>	<b>4,091</b>

**COUNCIL TAX ANALYSIS 2011/12**

2010/11			2011/12		%	Per Head
53,934.2		<b>TAX BASE (at CBC collection rate)</b>	54,746.5		Change	Population:
16,507.8		<b>LOUGHBOROUGH TAX BASE</b>	16,831.0		Per Band D	168,040
£	£ p		£	£ p		£ p
19,806,500	367.23	TOTAL BUDGET REQUIREMENT	17,255,387	315.19	-14.17	102.69
(1,218,985)	(22.60)	LESS Special Levy	(1,237,326)	(22.60)	0.00	(7.36)
18,587,515	344.63		16,018,061	292.59	-15.10	95.32
(1,586,705)	(29.42)	Less Revenue Support Grant	(2,298,892)	(41.99)	42.73	(13.68)
0	0.00	New Homes Bonus	(644,387)	(11.77)	0.00	(3.83)
(560,000)	(10.38)	Concessionary Travel Grant		0.00	100.00	0.00
(10,927,022)	(202.60)	NNDR Redistribution	(7,437,305)	(135.86)	-32.94	(44.26)
5,513,788	102.23		5,637,477	102.97	0.72	33.55
21,000	0.39	Collection Fund	(19,356)	(0.35)	-190.80	(0.12)
<b>5,534,788</b>	<b>102.62</b>	<b>BASIC BOROUGH PRECEPT</b>	<b>5,618,121</b>	<b>102.62</b>	<b>0.00</b>	<b>33.43</b>
		<u>OTHER PRECEPTS</u>				
2,590,723	48.03	Parishes	2,641,497	48.25	0.46	15.72
57,331,990	1,063.00	Leicestershire County Council	58,195,462	1,063.00	0.00	346.32
2,878,813	53.38	Combined Fire Authority	2,922,171	53.38	0.00	17.39
9,149,079	169.63	Leicestershire Police Authority	9,286,873	169.63	0.00	55.27
71,950,605	1,334.04		73,046,003	1,334.26	0.02	434.69
1,218,985	73.84	SPECIAL LEVY (LOUGHBOROUGH)	1,237,326	73.51	-0.44	
78,704,378	1,459.27	<b>TOTAL REQUIREMENT</b>	79,901,450	<b>1,459.48</b>	<b>0.01</b>	475.49
77,485,393	1,436.66	<b>AVERAGE PARISH PRECEPT</b>	78,664,124	<b>1,436.88</b>	<b>0.02</b>	
76,113,655	1,462.47	<b>LOUGHBOROUGH PRECEPT</b>	77,259,953	<b>1,462.15</b>	<b>-0.02</b>	

### 2011/12 Council Tax - Parish Precepts

Parish/Meeting/Town Council	Precept requirement	Council Tax Base	Parish/ Special Requirement at Band D
	£		£
Anstey	166,500	2242.4	74.25
Barkby / Barkby Thorpe	7,750	161.6	47.96
Barrow-upon-Soar	152,900	2219.7	68.88
Beeby	0	33.5	0.00
Birstall	351,144	4196.6	83.67
Burton-on-the-Wolds, Cotes, & Prestwold	17,000	534.2	31.82
Cossington	9,500	222.0	42.79
East Goscote	55,300	915.1	60.43
Hathern	35,000	732.4	47.79
Hoton	5,750	144.1	39.90
Mountsorrel	174,126	2804.7	62.08
Newtown Linford	38,000	503.2	75.52
Queniborough	35,000	955.5	36.63
Quorndon	159,300	2207.0	72.18
Ratcliffe-on-the-Wreake	2,500	88.2	28.34
Rearsby	18,008	441.0	40.83
Rothley	95,000	1701.0	55.85
Seagrave	15,200	262.1	57.99
Shepshed	313,014	4523.7	69.19
Sileby	158,543	2512.9	63.09
South Croxton	8,780	128.1	68.54
Swithland	2,500	149.7	16.70
Syston	393,000	4275.9	91.91
Thrussington	4,500	258.0	17.44
Thurcaston & Cropston	32,000	945.7	33.84
Thurmaston	306,659	2948.9	103.99
Ulverscroft	0	62.4	0.00
Walton-on-the-Wolds	4,000	128.4	31.15
Wanlip	2,000	83.0	24.10
Woodhouse	59,823	954.6	62.67
Wymeswold	18,700	579.9	32.25
	2,641,497	37915.5	69.67
Loughborough (Special Expenses)	1,237,326	16831.0	73.51
Total	3,878,823	54746.5	
Average			70.85

### Loughborough Special Expenses

2010/11 Original Budget	Service	2011/12 Original Budget
£		£
0	Loughborough CCTV	57,000
0	Community Grants - General/ Fearon Hall / Gorse Covert	59,800
0	Marios Tinenti Centre	22,000
0	Charnwood Water Toilets	9,800
(100)	November Fair	(14,200)
	<u>Parks:</u>	
579,700	Loughborough - including Loughborough in Bloom and Grit Bins	561,800
7,300	Gorse Covert and Booth Wood	6,200
	<u>Sports Grounds:</u>	
89,000	Derby Road	93,300
32,800	Lodge Farm	30,900
66,200	Nanpantan	78,700
27,300	Park Road	25,900
62,400	Shelthorpe Golf Course	60,500
140,200	Loughborough Cemetery	113,300
28,700	Allotments - Loughborough	32,000
11,300	Carillon Tower	11,200
69,400	Festive Decorations and Illuminations	64,700
109,100	Town Centre Management	94,400
1,223,300		1,307,300
(4,315)	Adjustments from Year 2008/09	0
0	Adjustments from Year 2009/10	(39,190)
0	Council Tax Freeze Grant	(30,784)
1,218,985	<b>AMENDED TOTAL</b>	1,237,326
Divided by 16,507.80	Council Tax Base	Divided by 16,831.00
<u>73.84</u>	Special Council Tax	<u>73.51</u>

# Notes to Subjective Analysis

## Items Included Under Standard Detail Headings

### Expenditure – This includes the following:

- |                      |   |
|----------------------|---|
| Employees            | - Salaries, wages, employer's national insurance and superannuation contributions, agency staff and employee expenses. It includes both full and part time employee costs.  |
| Premises             | - Expenses directly related to the running of premises and land. e.g. grounds maintenance, gas, electricity, rent, business rates, repairs and maintenance.   |
| Transport            | - All costs associated with the provision, hire or use of transport, including car allowances, insurance, maintenance and management of the fleet.  |
| Supplies & Services  | - All materials, equipment and hired services necessary for the operation of a particular service, e.g. equipment, tools and materials, chemicals, poisons, clothes and uniforms, professional fees, vending machines, printing, stationery and office expenses.  |
| Third Party Payments | - A third party payment is a payment made to an external provider, or an internal service delivery unit which is trading independently, in return for the provision of a service. For example, payments in respect of refuse collection and dog control services. |
| Transfer Payments    | - Payments to individuals for which no goods or services are received in return by the local authority. The major component of this is Housing Benefits.  |

### Support Services & Capital Charges

- |                         |  |
|-------------------------|--|
| Support Services        | - Recharges from service units and rechargeable cost centres to other service units and front line services. It includes charges for services (e.g. computer services, office accommodation costs, accountancy etc...) |
| Capital Financing Costs | - Charges for capital related items. e.g. finance lease charges, capital charges and deferred charges.   |

### Income

- |                       |  |
|-----------------------|--|
| Income                | - All income received by the service from external users. This includes fees and charges, sales, rents, grants and interest. |
| Income From Recharges | - Internal income for support services. e.g. computer services, office accommodation, accountancy etc...                     |



General Fund Subjective Analysis 2011/12

	Actual 2009/10 £	Original 2010/011 £	Original 2011/12 £
<b>Subjective Analysis</b>			
Employees	15,387,750	13,680,500	12,636,500
Premises	1,857,832	1,738,200	1,687,500
Transport	1,649,616	1,550,300	1,183,400
Supplies & Services	6,419,337	4,761,000	4,153,000
Third Party Payments	7,761,549	9,732,600	8,657,800
Transfer Payments	33,044,207	33,887,900	36,779,900
Support Services	20,043,399	14,881,300	15,085,100
Capital Financing	13,814,038	2,301,000	4,804,300
<b>Gross Expenditure</b>	<b>99,977,728</b>	<b>82,532,800</b>	<b>84,987,500</b>
Income	(46,127,977)	(45,462,700)	(47,552,300)
Recharge Income	(20,236,687)	(15,251,400)	(15,540,400)
<b>Gross Income</b>	<b>(66,364,664)</b>	<b>(60,714,100)</b>	<b>(63,092,700)</b>
<b>Total Net Expenditure</b>	<b>33,613,064</b>	<b>21,818,700</b>	<b>21,894,800</b>

Analysis of Services 2011/12

	Prime Expenditure £	Prime Income £	Net Effect of Internal Recharges £	Net Expenditure £
<b><u>Central Services</u></b>				
Corporate & Democratic Core	901,400	(147,600)	1,179,200	1,933,000
Unapportionable Central Overheads	96,000	0	500	96,500
<b><u>Central Services to the Public</u></b>				
Local Land Charges	31,100	(180,800)	132,600	(17,100)
Local Tax Collection	10,570,400	(9,707,400)	193,400	1,056,400
General Grants, Bequests and Donations	397,700	0	112,100	509,800
Elections	314,700	(2,200)	(53,500)	259,000
<b><u>Cultural, Environmental &amp; Planning Services</u></b>				
Cultural & Related Services	3,110,100	(1,705,600)	2,366,200	3,770,700
Environmental Services	7,634,300	(2,920,800)	2,652,500	7,366,000
Planning & Development Services	1,101,300	(1,754,600)	3,939,300	3,286,000
Highways/Transportation	370,700	(893,600)	371,000	(151,900)
Housing Services - General Fund	29,761,300	(28,520,100)	2,574,400	3,815,600
<b><u>Other Operating Income &amp; Expenditure</u></b>				
Trading Operations	210,200	(510,100)	118,500	(181,400)
<b><u>Miscellaneous</u></b>				
Miscellaneous Services	42,000	0	0	42,000
SUs/ORCCs to be nil	10,556,900	(1,209,500)	(9,237,200)	110,200
<b>General Fund Net Service Expenditure</b>	<b>65,098,100</b>	<b>(47,552,300)</b>	<b>4,349,000</b>	<b>21,894,800</b>
Interest on Balances	0	(200,000)	0	(200,000)
Interest Payable	235,000	0	0	235,000
Revenue Contribution to Capital Outlay	116,000	0	0	116,000
Asset Financing Account	0	(4,804,300)	0	(4,804,300)
<b>Total Borough Expenditure</b>	<b>65,449,100</b>	<b>(52,556,600)</b>	<b>4,349,000</b>	<b>17,241,500</b>
<b>Housing Services - HRA</b>	<b>14,330,600</b>	<b>(19,700,600)</b>	<b>4,944,000</b>	<b>(426,000)</b>
<b>Net Total GF &amp; HRA Expenditure</b>	<b>79,779,700</b>	<b>(72,257,200)</b>	<b>9,293,000</b>	<b>16,815,500</b>

The above table has been collated in line with the CIPFA Code of Practice

**2011/12 GF Overall Summary by Directorate**

Actual 2009/10 £	Description	Original 2010/11 £	Original 2011/12 £
<b>Summary for Deputy Chief Executive Directorate</b>			
1,134,684	Benefits	1,066,400	909,600
0	Corporate Managed Savings	0	(361,000)
0	Deputy Chief Executive	1,900	0
1,782,416	Finance	246,500	239,500
0	Human Resources	(38,600)	(8,300)
0	Information Services	(90,700)	25,400
1,308,980	Revenues	1,227,200	1,099,300
<b>4,226,080</b>		<b>2,412,700</b>	<b>1,904,500</b>
<b>Summary for Programmes &amp; Resources Directorate</b>			
0	Change Management	(49,800)	1,300
1,563,587	Chief Executive's Team	1,653,600	1,246,600
1,432,913	Democratic Services	1,245,800	1,300,600
<b>2,996,500</b>		<b>2,849,600</b>	<b>2,548,500</b>
<b>Summary for Governance &amp; Procurement Directorate</b>			
570,665	Community Grants	568,200	439,400
0	Deputy Monitoring Officer	1,100	1,200
0	Legal Services	4,400	4,400
0	Performance & Audit	200	(1,600)
1,181,517	Property	(177,100)	(40,000)
0	Risk Management	(100)	4,400
<b>1,752,182</b>		<b>396,700</b>	<b>407,800</b>
<b>Summary for Partnerships &amp; Customer Services Directorate</b>			
612,093	Community Safety	576,900	623,700
0	Consultation, Comms & Partnerships	2,500	(34,400)
225,551	Contact Centre	172,700	175,700
0	Customer Services	17,400	7,600
166,553	Licensing	6,800	66,500
0	Partnership & Customer Servs Directorate	2,800	4,700
<b>1,004,197</b>		<b>779,100</b>	<b>843,800</b>
<b>Summary for Development Directorate</b>			
413,371	Building Control	171,600	314,100
343,443	Conservation & Design	295,700	380,000
807,149	Development Control	309,200	669,700
0	Development Directorate	5,300	3,100
954,492	Economic Development	292,000	1,026,600
2,202,141	Planning & Transport Policy	2,413,400	722,300
<b>4,720,596</b>		<b>3,487,200</b>	<b>3,115,800</b>
<b>Summary for Loughborough Regeneration Directorate</b>			
0	Loughborough Regeneration	(53,000)	0
<b>0</b>		<b>(53,000)</b>	<b>0</b>
<b>Summary for Leisure &amp; Environment Directorate</b>			
3,625,110	Cultural Services	1,075,700	948,900
413,115	Engineering Services	446,500	445,600
4,390,530	Environment Services	4,105,300	4,163,500
2,186,533	Green Spaces	1,839,100	1,727,400
0	Leisure & Env Management	4,000	49,400
4,704,775	Sports & Recreation Services	1,221,700	1,273,800
1,119,209	Street Management	435,300	350,500
<b>16,439,272</b>		<b>9,127,600</b>	<b>8,959,100</b>
<b>Summary for Housing &amp; Health Directorate</b>			
1,031,300	Environmental Health	1,062,300	1,042,100
0	Housing & Health Directorate	1,500	4,300
1,442,938	Housing Services	1,755,000	3,068,900
<b>2,474,237</b>		<b>2,818,800</b>	<b>4,115,300</b>
<b>33,613,064</b>	<b>Grand Total</b>	<b>21,818,700</b>	<b>21,894,800</b>

## 2011/12 GF Budget Report by Head of Service Area by Cost Centre

Details	Employee Related Costs 2011/12 £	All Other Controllable Costs 2011/12 £	Controllable Income 2011/12 £	Net Effect of Internal Recharges 2011/12 £	Net Cost 2011/12 £
<b>Directorate: Deputy Chief Executive</b>					
<b>HOS: Benefits</b>					
D200 Benefits Admin Service Unit	0	1,430,200	(931,700)	246,800	745,300
D210 Non-HRA Rent Rebates	0	85,300	(85,300)	0	0
D220 Rent Allowances	0	16,081,600	(15,974,800)	0	106,800
D245 GF Rent Rebates	0	11,368,500	(11,338,500)	0	30,000
D250 Council Tax Rebates	0	9,337,500	(9,310,000)	0	27,500
<b>Benefits Total</b>	<b>0</b>	<b>38,303,100</b>	<b>(37,640,300)</b>	<b>246,800</b>	<b>909,600</b>
<b>HOS: Corporate Managed Savings</b>					
C200 Managed Savings	(361,000)	0	0	0	(361,000)
<b>Corporate Managed Savings Total</b>	<b>(361,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(361,000)</b>
<b>HOS: Finance</b>					
C205 External Financial Overheads	0	212,600	0	(212,600)	0
C215 Non Distributed Costs	96,000	0	0	500	96,500
C400 Accountancy Service Unit	392,900	62,300	(36,000)	(400,800)	18,400
C401 Contingencies	0	42,000	0	0	42,000
C405 Treasury Management	0	35,900	0	(35,900)	0
C500 Housing Advances	0	700	0	2,400	3,100
C505 Income Service Unit	76,200	19,500	(3,100)	(91,500)	1,100
C510 Payments Service Unit	48,700	6,900	0	(54,300)	1,300
C511 Central Purchasing Team	71,900	3,900	0	(74,400)	1,400
C515 Payroll Service Unit	52,900	13,000	(20,000)	(45,300)	600
C990 Transfers to HRA (GF A/c)	0	78,800	0	0	78,800
C995 GF-Other Council Property	0	0	(3,700)	0	(3,700)
<b>Finance Total</b>	<b>738,600</b>	<b>475,600</b>	<b>(62,800)</b>	<b>(911,900)</b>	<b>239,500</b>
<b>HOS: Human Resources</b>					
A020 Human Resources Division Service Unit	58,400	190,700	(9,000)	(248,400)	(8,300)
<b>Human Resources Total</b>	<b>58,400</b>	<b>190,700</b>	<b>(9,000)</b>	<b>(248,400)</b>	<b>(8,300)</b>
<b>HOS: Information Services</b>					
G115 Central Telephone Expenses	0	213,700	(81,500)	(131,200)	1,000
G200 Danwood Printing Contract	0	0	(32,500)	0	(32,500)
V001 Information & Communication Services SU	713,500	16,000	(128,000)	(550,500)	51,000
V002 External ICS Services	0	272,600	(56,700)	(210,000)	5,900
<b>Information Services Total</b>	<b>713,500</b>	<b>502,300</b>	<b>(298,700)</b>	<b>(891,700)</b>	<b>25,400</b>
<b>HOS: Revenues</b>					
C050 Document Management System	0	20,500	0	(20,500)	0
C308 NNDR Relief	0	70,400	0	0	70,400
D105 Council Tax Service Unit	0	1,140,800	(172,800)	171,700	1,139,700
D110 NNDR Service Unit	0	92,100	(224,600)	21,700	(110,800)
<b>Revenues Total</b>	<b>0</b>	<b>1,323,800</b>	<b>(397,400)</b>	<b>172,900</b>	<b>1,099,300</b>
<b>Total for Deputy Chief Executive Directorate</b>	<b>1,149,500</b>	<b>40,795,500</b>	<b>(38,408,200)</b>	<b>(1,632,300)</b>	<b>1,904,500</b>

2011/12 GF Budget Report by Head of Service Area by Cost Centre

Details	Employee Related Costs 2011/12 £	All Other Controllable Costs 2011/12 £	Controllable Income 2011/12 £	Net Effect of Internal Recharges 2011/12 £	Net Cost 2011/12 £
<b>Directorate: Programmes &amp; Resources</b>					
<b>HOS: Change Management</b>					
A200 Programme & Project Support Team	445,000	29,600	0	(473,300)	1,300
A205 Corporate Learning & Development	57,000	0	0	(57,000)	0
<b>Change Management Total</b>	<b>502,000</b>	<b>29,600</b>	<b>0</b>	<b>(530,300)</b>	<b>1,300</b>
<b>HOS: Chief Executive's Team</b>					
A001 Chief Executive's Team Service Unit	206,800	6,000	0	(210,200)	2,600
A010 Corporate Management	0	29,500	0	1,214,500	1,244,000
<b>Chief Executive's Team Total</b>	<b>206,800</b>	<b>35,500</b>	<b>0</b>	<b>1,004,300</b>	<b>1,246,600</b>
<b>HOS: Democratic Services</b>					
A015 Civic Expenses Services Unit	52,700	33,400	0	41,400	127,500
E100 Elections	110,000	3,100	0	44,600	157,700
E105 Register of Electors Service Unit	153,800	47,800	(2,200)	(98,100)	101,300
E300 Land Charges Service Unit	0	31,100	(180,800)	132,600	(17,100)
G100 Committee Administration Service Unit	237,600	3,900	(4,200)	(231,500)	5,800
G102 Democratic Representation & Management	11,500	400,300	0	513,600	925,400
<b>Democratic Services Total</b>	<b>565,600</b>	<b>519,600</b>	<b>(187,200)</b>	<b>402,600</b>	<b>1,300,600</b>
<b>Total for Programmes &amp; Resources Directorate</b>	<b>1,274,400</b>	<b>584,700</b>	<b>(187,200)</b>	<b>876,600</b>	<b>2,548,500</b>
<b>Directorate: Governance &amp; Procurement</b>					
<b>HOS: Performance &amp; Audit</b>					
C100 Performance & Internal Audit SU	229,200	18,500	0	(250,700)	(3,000)
C210 Insurance	150,800	272,000	(16,700)	(404,700)	1,400
<b>Performance &amp; Audit Total</b>	<b>380,000</b>	<b>290,500</b>	<b>(16,700)</b>	<b>(655,400)</b>	<b>(1,600)</b>
<b>HOS: Community Grants</b>					
C304 Community Grants	0	327,300	0	112,100	439,400
<b>Community Grants Total</b>	<b>0</b>	<b>327,300</b>	<b>0</b>	<b>112,100</b>	<b>439,400</b>
<b>HOS: Deputy Monitoring Officer</b>					
E030 Deputy Monitoring Officer	62,400	1,800	0	(63,000)	1,200
<b>Deputy Monitoring Officer Total</b>	<b>62,400</b>	<b>1,800</b>	<b>0</b>	<b>(63,000)</b>	<b>1,200</b>
<b>HOS: Legal Services</b>					
E010 Legal Services Service Unit	313,200	74,200	(71,800)	(311,200)	4,400
<b>Legal Services Total</b>	<b>313,200</b>	<b>74,200</b>	<b>(71,800)</b>	<b>(311,200)</b>	<b>4,400</b>
<b>HOS: Property</b>					
E015 Valuation Costs etc	0	9,100	(10,500)	5,100	3,700
L030 Property Services Unit	373,700	27,700	(52,800)	(341,800)	6,800
L100 Limehurst Depot-General	0	0	(98,000)	400	(97,600)
L120 Derby Road Depot	0	6,400	0	(6,400)	0
L130 Railway Terrace Depot	0	900	0	(1,000)	(100)
M800 Southfields Offices	95,900	445,100	(316,200)	(184,300)	40,500
M805 Southfields ICS Building	0	66,000	0	(66,000)	0
M825 Woodgate Chambers	0	41,700	(76,700)	14,500	(20,500)
M830 Town Hall Chambers	0	0	(19,500)	2,400	(17,100)
M835 Misc Land & Property	0	12,600	(34,900)	140,700	118,400
P105 Chainbridge Industrial Estate	0	600	(77,600)	6,100	(70,900)
P120 Loughborough Industrial Park	0	1,000	(27,400)	24,200	(2,200)
P125 Meadow Lane Industrial Site	0	12,200	(121,100)	54,200	(54,700)
P135 Ark Business Centre	0	39,900	(74,200)	85,400	51,100
P136 Oak Business Centre - Sibley	0	87,800	(173,900)	88,700	2,600
<b>Property Total</b>	<b>469,600</b>	<b>751,000</b>	<b>(1,082,800)</b>	<b>(177,800)</b>	<b>(40,000)</b>

2011/12 GF Budget Report by Head of Service Area by Cost Centre

Details	Employee Related Costs 2011/12 £	All Other Controllable Costs 2011/12 £	Controllable Income 2011/12 £	Net Effect of Internal Recharges 2011/12 £	Net Cost 2011/12 £
<b>HOS: Risk Management</b>					
C001 Governance & Procurement Directorate	95,300	3,600	0	(94,500)	4,400
<b>Risk Management Total</b>	<b>95,300</b>	<b>3,600</b>	<b>0</b>	<b>(94,500)</b>	<b>4,400</b>
<b>Total for Governance &amp; Procurement Directorate</b>	<b>1,320,500</b>	<b>1,448,400</b>	<b>(1,171,300)</b>	<b>(1,189,800)</b>	<b>407,800</b>
<b>Directorate: Partnerships &amp; Customer Services</b>					
<b>HOS: Consultation, Comms &amp; Partnerships</b>					
G105 Communications & Consultation Team	80,600	78,500	0	(193,500)	(34,400)
<b>Consultation, Comms &amp; Partnerships Total</b>	<b>80,600</b>	<b>78,500</b>	<b>0</b>	<b>(193,500)</b>	<b>(34,400)</b>
<b>HOS: Contact Centre</b>					
A008 CCTV Monitoring	119,400	3,000	(10,300)	56,200	168,300
V023 Contact Centre- General Fund	342,000	46,100	(100)	(380,600)	7,400
<b>Contact Centre Total</b>	<b>461,400</b>	<b>49,100</b>	<b>(10,400)</b>	<b>(324,400)</b>	<b>175,700</b>
<b>HOS: Customer Services</b>					
V007 Customer Service Centre	460,600	31,800	(76,000)	(408,800)	7,600
<b>Customer Services Total</b>	<b>460,600</b>	<b>31,800</b>	<b>(76,000)</b>	<b>(408,800)</b>	<b>7,600</b>
<b>HOS: Licensing</b>					
E205 Licensing Service Unit	128,700	29,700	(254,500)	162,600	66,500
<b>Licensing Total</b>	<b>128,700</b>	<b>29,700</b>	<b>(254,500)</b>	<b>162,600</b>	<b>66,500</b>
<b>HOS: Partnership &amp; Customer Servs Directorate</b>					
D001 Partnerships & Customer Services Directorate	138,400	3,200	0	(136,900)	4,700
<b>Partnership &amp; Customer Servs Directorate Total</b>	<b>138,400</b>	<b>3,200</b>	<b>0</b>	<b>(136,900)</b>	<b>4,700</b>
<b>HOS: Community Safety</b>					
A009 Communities & Partnerships Team	351,100	15,600	0	(364,000)	2,700
G104 Crime & Disorder	0	54,000	0	567,000	621,000
<b>Community Safety Total</b>	<b>351,100</b>	<b>69,600</b>	<b>0</b>	<b>203,000</b>	<b>623,700</b>
<b>Total for Partnerships &amp; Customer Services Directorate</b>	<b>1,620,800</b>	<b>261,900</b>	<b>(340,900)</b>	<b>(698,000)</b>	<b>843,800</b>
<b>Directorate: Development</b>					
<b>HOS: Building Control</b>					
P010 Street Naming & Numbering	0	0	0	76,800	76,800
P599 Building Control Service Unit	494,400	69,500	(300)	(555,600)	8,000
P600 Building Control Services-Commercial	0	6,000	(472,100)	431,700	(34,400)
P605 Building Control Services-Non Commercial	0	0	(3,400)	115,300	111,900
P610 Building Control Services-Statutory	0	100	0	130,600	130,700
P615 Building Control Services-Partner Authority Work	0	500	(2,700)	23,300	21,100
<b>Building Control Total</b>	<b>494,400</b>	<b>76,100</b>	<b>(478,500)</b>	<b>222,100</b>	<b>314,100</b>
<b>HOS: Conservation &amp; Design</b>					
P299 Conservation & Landscape SU	208,900	18,000	0	153,100	380,000
<b>Conservation &amp; Design Total</b>	<b>208,900</b>	<b>18,000</b>	<b>0</b>	<b>153,100</b>	<b>380,000</b>
<b>HOS: Development Control</b>					
P499 Development Control Service Unit	825,400	72,500	0	(961,200)	(63,300)
P500 Planning Applications	0	12,800	(784,800)	1,218,200	446,200
P510 Appeals & Enforcements	0	500	(5,000)	291,300	286,800
<b>Development Control Total</b>	<b>825,400</b>	<b>85,800</b>	<b>(789,800)</b>	<b>548,300</b>	<b>669,700</b>

2011/12 GF Budget Report by Head of Service Area by Cost Centre

Details	Employee Related Costs 2011/12 £	All Other Controllable Costs 2011/12 £	Controllable Income 2011/12 £	Net Effect of Internal Recharges 2011/12 £	Net Cost 2011/12 £
<b>HOS: Economic Development</b>					
P100 Economic Regeneration	54,200	63,500	0	908,900	1,026,600
<b>Economic Development Total</b>	<b>54,200</b>	<b>63,500</b>	<b>0</b>	<b>908,900</b>	<b>1,026,600</b>
<b>HOS: Development Directorate</b>					
P325 Planning Services Management SU	95,400	3,400	0	(95,700)	3,100
<b>Development Directorate Total</b>	<b>95,400</b>	<b>3,400</b>	<b>0</b>	<b>(95,700)</b>	<b>3,100</b>
<b>HOS: Planning &amp; Transport Policy</b>					
P330 Local Plans Service Unit	312,100	153,800	(2,000)	258,400	722,300
<b>Planning &amp; Transport Policy Total</b>	<b>312,100</b>	<b>153,800</b>	<b>(2,000)</b>	<b>258,400</b>	<b>722,300</b>
<b>Total for Development Directorate</b>	<b>1,990,400</b>	<b>400,600</b>	<b>(1,270,300)</b>	<b>1,995,100</b>	<b>3,115,800</b>
<b>Directorate: Leisure &amp; Environment</b>					
<b>HOS: Environment Services</b>					
N800 Cleansing Service Unit	364,300	49,700	(500)	(406,200)	7,300
N820 Refuse Collection	0	1,683,500	(1,100)	414,200	2,096,600
N840 Waste Recycling	0	2,426,100	(2,050,400)	628,900	1,004,600
N850 Street Cleansing	0	902,100	(61,200)	208,300	1,049,200
N860 Cesspit Emptying	0	10,100	(10,000)	5,700	5,800
<b>Environment Services Total</b>	<b>364,300</b>	<b>5,071,500</b>	<b>(2,123,200)</b>	<b>850,900</b>	<b>4,163,500</b>
<b>HOS: Cultural Services</b>					
E395 Markets & Fairs Service Unit	66,900	900	0	(65,900)	1,900
E400 Markets-Loughborough	83,600	77,100	(409,000)	97,900	(150,400)
E405 Markets-Shepshed	0	7,800	(4,900)	3,700	6,600
E410 Loughborough Fair	1,400	41,200	(86,100)	29,300	(14,200)
L930 Carillon Tower (War Memorial)	4,000	5,500	(1,500)	25,600	33,600
L940 Old Rectory Museum	0	4,600	(100)	6,100	10,600
N310 Festive Decorations and Illuminations	0	56,700	0	27,700	84,400
P102 Tourism	0	5,500	0	15,000	20,500
P150 Town Centre Management SU	49,200	19,500	(10,400)	36,100	94,400
T001 Town Hall Overheads	294,400	141,800	(2,200)	73,000	507,000
T100 Town Hall-Direct Operational Expenses General	41,600	5,500	0	11,000	58,100
T110 Town Hall Catering	0	48,000	(75,200)	6,100	(21,100)
T130 Town Hall Concerts and Shows	37,800	341,900	(483,900)	97,200	(7,000)
T140 Town Hall Lettings	22,300	10,300	(167,800)	30,900	(104,300)
T150 Museum Cafe	0	9,200	(11,500)	1,300	(1,000)
T160 Shopmobility	4,800	0	(2,000)	14,400	17,200
T170 Visitor Service Centre	88,600	17,200	(14,400)	(100)	91,300
T180 Chamwood Museum	84,500	43,700	(5,200)	49,100	172,100
T190 Arts Policy	36,600	56,600	0	25,900	119,100
T195 Public Events	0	7,900	0	19,600	27,500
T200 Culture Arts & Heritage Service Unit	62,000	0	0	(59,400)	2,600
<b>Cultural Services Total</b>	<b>877,700</b>	<b>900,900</b>	<b>(1,274,200)</b>	<b>444,500</b>	<b>948,900</b>
<b>HOS: Engineering Services</b>					
N140 CCTV External Contracts	0	51,600	0	48,800	100,400
N200 Engineering Services (former S200)	97,600	78,200	0	(174,600)	1,200
N320 Footway Lighting	0	1,200	(800)	0	400
N330 Street Furniture and Bus Shelters	0	42,600	0	79,900	122,500
N700 Flood Prevention	95,300	29,800	0	96,000	221,100
<b>Engineering Services Total</b>	<b>192,900</b>	<b>203,400</b>	<b>(800)</b>	<b>50,100</b>	<b>445,600</b>

2011/12 GF Budget Report by Head of Service Area by Cost Centre

Details	Employee Related Costs 2011/12 £	All Other Controllable Costs 2011/12 £	Controllable Income 2011/12 £	Net Effect of Internal Recharges 2011/12 £	Net Cost 2011/12 £
<b>HOS: Green Spaces</b>					
L045 Green Spaces Service Unit	155,500	17,400	(33,900)	(136,900)	2,100
L050 Grounds Maintenance A/c	631,300	391,200	(202,200)	(812,900)	7,400
L410 Amenity Areas	0	39,200	0	83,600	122,800
L420 Chamwood Water	9,900	5,800	(3,200)	16,800	29,300
L430 Closed Churchyards	0	9,900	0	87,100	97,000
L440 Dishley Pond Industrial Park	0	0	0	100	100
L450 Cycleways and Walkways	0	5,400	0	9,200	14,600
L460 Morley Quarry	0	900	0	5,700	6,600
L470 Parks-District	0	11,300	(200)	201,500	212,600
L480 Parks-Loughborough	76,500	152,000	(8,300)	473,300	693,500
L490 Chamwood Wildlife Sites	0	17,400	(700)	31,900	48,600
L500 Derby Road Playing Fields	8,000	59,400	(40,000)	72,900	100,300
L510 Lodge Farm Recreation Area	0	16,000	(2,600)	17,500	30,900
L530 Nanpantan Sports Ground	0	49,300	(33,200)	82,600	98,700
L540 Park Road Sports Ground	0	5,800	(4,600)	25,200	26,400
L550 Shelthorpe Golf Course	35,100	23,900	(41,300)	43,300	61,000
L600 Gorse Covert & Boothwood	0	2,500	0	3,700	6,200
L610 Outwoods & Bluebell Wood	29,500	11,600	(9,100)	36,600	68,600
L700 Crematorium	0	0	(81,100)	36,500	(44,600)
L710 Loughborough Cemetery	0	28,900	(64,700)	149,100	113,300
L720 Mausoleum	0	0	(500)	500	0
L800 Allotments-Loughborough	0	12,800	(7,600)	26,800	32,000
<b>Green Spaces Total</b>	<b>945,800</b>	<b>860,700</b>	<b>(533,200)</b>	<b>454,100</b>	<b>1,727,400</b>
<b>HOS: Leisure &amp; Env Management</b>					
L001 Leisure & Environment Directorate	98,000	1,800	0	(96,400)	3,400
L010 L & E Admin & Business Support SU	166,300	900	0	(163,200)	4,000
L015 Children & Young People's Project	46,800	6,200	(18,500)	7,500	42,000
<b>Leisure &amp; Env Management Total</b>	<b>311,100</b>	<b>8,900</b>	<b>(18,500)</b>	<b>(252,100)</b>	<b>49,400</b>
<b>HOS: Sports &amp; Recreation Services</b>					
L035 Recreational Services	266,400	25,900	(72,200)	(213,400)	6,700
L300 Loughborough Leisure Centre	0	213,200	(23,400)	133,300	323,100
L310 Indoor Bowls Club	0	0	(10,000)	100	(9,900)
L315 Soar Valley Leisure Centre	0	264,100	(99,300)	157,000	321,800
L320 South Chamwood Leisure Centre	307,600	200,000	(478,500)	195,300	224,400
L330 South Chamwood Leisure Centre-Resale Items	0	16,500	(27,500)	4,300	(6,700)
L925 Sports Development	15,200	67,000	(23,600)	121,500	180,100
L926 Leisure Development	15,000	31,300	(24,100)	212,100	234,300
<b>Sports &amp; Recreation Services Total</b>	<b>604,200</b>	<b>818,000</b>	<b>(758,600)</b>	<b>610,200</b>	<b>1,273,800</b>
<b>HOS: Street Management</b>					
M510 Beehive Lane Multi Storey Car Park	0	92,700	(404,000)	91,900	(219,400)
M520 Browns Lane (Leisure Centre) Car Park	0	41,800	(78,000)	42,600	6,400
M521 Southfields Car Parks	0	3,200	(15,800)	17,600	5,000
M522 Granby Street Shoppers Car Park	0	78,000	(310,000)	43,900	(188,100)
M523 Car Parks - District	0	44,900	0	21,000	65,900
M524 Pinfold Gate Car Park	0	8,300	(46,000)	24,000	(13,700)
M525 Southfields Extension Car Park	0	1,300	(39,000)	22,400	(15,300)
M700 Public Conveniences	74,500	48,400	(44,000)	54,600	133,500
N400 Street Management Team	690,200	68,000	(251,600)	69,600	576,200
<b>Street Management Total</b>	<b>764,700</b>	<b>386,600</b>	<b>(1,188,400)</b>	<b>387,600</b>	<b>350,500</b>
<b>Total for Leisure &amp; Environment Directorate</b>	<b>4,060,700</b>	<b>8,250,000</b>	<b>(5,896,900)</b>	<b>2,545,300</b>	<b>8,959,100</b>



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<b>Directorate: Housing &amp; Health</b>					
<b>HOS: Environmental Health</b>					
A035 Sustainable Development	35,700	25,000	0	37,000	97,700
F001 Env Health Management Service Unit	60,600	1,800	0	(60,300)	2,100
F100 Environmental Protection Service Unit	179,500	47,300	(39,200)	86,000	273,600
F105 Occupational Health Service Unit	251,200	18,400	(4,000)	(98,400)	167,200
F200 Dog Control Services	0	48,800	(2,200)	30,300	76,900
F205 Food Hygiene & Safety Service Unit	193,400	18,700	(4,300)	74,600	282,400
F210 Pest Control	300	30,300	(29,000)	140,600	142,200
<b>Environmental Health Total</b>	<b>720,700</b>	<b>190,300</b>	<b>(78,700)</b>	<b>209,800</b>	<b>1,042,100</b>
<b>HOS: Housing &amp; Health Directorate</b>					
K001 Housing & Health Directorate	94,700	1,400	0	(91,800)	4,300
<b>Housing &amp; Health Directorate Total</b>	<b>94,700</b>	<b>1,400</b>	<b>0</b>	<b>(91,800)</b>	<b>4,300</b>
<b>HOS: Housing Services</b>					
F300 Housing Standards Service Unit	140,200	13,800	(12,700)	69,900	211,200
F312 Housing Advisory Service	0	121,200	0	0	121,200
F320 Housing Renewal Service Unit	129,400	14,600	0	1,610,300	1,754,300
K003 Housing Strategy & Private Sector Management	62,000	1,400	0	(61,000)	2,400
K010 Housing Associations	0	0	0	409,300	409,300
K040 Homelessness Prevention Fund	0	277,400	(186,100)	309,900	401,200
K100 Private Sector Alarm System	0	98,900	0	0	98,900
K200 Housing Strategy Service Unit	73,200	1,500	0	(4,300)	70,400
<b>Housing Services Total</b>	<b>404,800</b>	<b>528,800</b>	<b>(198,800)</b>	<b>2,334,100</b>	<b>3,068,900</b>
<b>Total for Housing &amp; Health Directorate</b>	<b>1,220,200</b>	<b>720,500</b>	<b>(277,500)</b>	<b>2,452,100</b>	<b>4,115,300</b>
<b>Grand Total for All Directorates</b>	<b>12,636,500</b>	<b>52,461,600</b>	<b>(47,552,300)</b>	<b>4,349,000</b>	<b>21,894,800</b>

## 2011/12 Summary of Posts by Service Area within Directorates

	Primary Establishment		Secondary Establishment	Total	2011-12 Original £
	Permanent	Temporary	Permanent		
<b>Deputy Chief Executive</b>					
Corporate Managed Savings	0.0	0.0	0.0	0.0	(361,000)
Finance	17.5	0.0	0.0	17.5	633,400
Human Resources	0.0	0.6	0.0	0.6	15,400
Information Services	21.0	0.0	0.0	21.0	704,700
	38.5	0.6	0.0	39.1	992,500
<b>Programmes &amp; Resources</b>					
Change Management	9.3	1.0	0.0	10.3	442,000
Chief Executive's Team	3.0	0.0	0.0	3.0	205,000
Democratic Services	12.8	0.0	0.0	12.8	400,500
	25.1	1.0	0.0	26.1	1,047,500
<b>Governance &amp; Procurement</b>					
Performance & Audit	7.5	0.0	0.0	7.5	256,700
Deputy Monitoring Officer	2.0	0.0	0.0	2.0	61,600
Legal Services	8.0	0.0	0.0	8.0	308,600
Property	13.4	0.0	3.7	17.1	467,900
Risk Management	1.0	0.0	0.0	1.0	94,700
	31.9	0.0	3.7	35.6	1,189,500
<b>Partnerships &amp; Customer Services</b>					
Consultation, Comms & Partnerships	4.0	0.0	0.0	4.0	79,800
Contact Centre	18.6	1.0	0.0	19.6	456,900
Customer Services	21.6	0.9	0.0	22.4	457,300
Licensing	4.0	1.0	0.0	5.0	127,300
Partnership & Customer Servs Directorate	2.0	0.0	0.0	2.0	137,600
Community Safety	8.5	1.5	0.0	10.0	348,000
	58.7	4.4	0.0	63.1	1,606,900
<b>Development</b>					
Building Control	14.5	0.0	0.0	14.5	489,400
Conservation & Design	5.6	0.0	0.0	5.6	207,300
Development Control	27.0	0.0	0.0	27.0	818,500
Economic Development	2.0	0.0	0.0	2.0	53,900
Development Directorate	1.0	0.0	0.0	1.0	94,700
Planning & Transport Policy	8.0	0.0	0.0	8.0	308,700
	58.1	0.0	0.0	58.1	1,972,500
<b>Leisure &amp; Environment</b>					
Environment Services	9.6	1.0	0.0	10.6	359,000
Cultural Services	24.6	0.0	4.0	28.6	870,300
Engineering Services	3.0	0.0	4.0	7.0	188,800
Green Spaces	26.4	2.0	1.0	29.4	882,600
Leisure & Env Management	9.1	0.5	0.0	9.6	309,500
Sports & Recreation Services	14.6	10.2	5.4	30.2	586,200
Street Management	21.0	6.0	5.6	32.6	755,900
	108.3	19.7	20.1	148.0	3,952,300
<b>Housing &amp; Health</b>					
Environmental Health	20.6	0.0	0.0	20.6	714,600
Housing & Health Directorate	1.0	0.0	0.0	1.0	94,700
Housing Services	26.6	0.0	0.0	26.6	887,000
	48.1	0.0	0.0	48.1	1,696,300
<b>Grand Total</b>	368.7	25.7	23.8	418.2	12,457,500

\*Please note the above staff figures represent Full Time Equivalents NOT posts

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Deputy Chief Executive Directorate</b>			
<b>Service: Benefits</b>		<b>Head of Service: D. Platts</b>	
864,633	Employees	0	0
15,527	Transport	0	0
259,734	Supplies & Services	57,400	163,400
230,946	Third Party Payments	1,333,300	1,430,200
32,973,086	Transfer Payments	33,817,900	36,709,500
(33,980,319)	Income	(34,566,400)	(37,640,300)
<b>363,608</b>	<b>Controllable</b>	<b>642,200</b>	<b>662,800</b>
750,983	Support Services	404,600	236,100
20,094	Capital Financing	19,600	10,700
<b>771,077</b>	<b>Non Controllable</b>	<b>424,200</b>	<b>246,800</b>
<b>1,134,684</b>	<b>Subtotal Benefits</b>	<b>1,066,400</b>	<b>909,600</b>
<b>Service: Corporate Managed Savings</b>		<b>Head of Service: G. Parker</b>	
0	Employees	0	(361,000)
<b>0</b>	<b>Controllable</b>	<b>0</b>	<b>(361,000)</b>
<b>0</b>	<b>Subtotal Corporate Managed Savings</b>	<b>0</b>	<b>(361,000)</b>
<b>Service: Deputy Chief Executive</b>		<b>Head of Service: G. Parker</b>	
22,846	Employees	0	0
265	Transport	0	0
302	Supplies & Services	0	0
<b>23,414</b>	<b>Controllable</b>	<b>0</b>	<b>0</b>
8,691	Support Services	4,500	0
(32,105)	Recharge Income	(2,600)	0
<b>(23,414)</b>	<b>Non Controllable</b>	<b>1,900</b>	<b>0</b>
<b>(0)</b>	<b>Subtotal Deputy Chief Executive</b>	<b>1,900</b>	<b>0</b>
<b>Service: Finance</b>		<b>Head of Service: J. Casey</b>	
1,354,085	Employees	756,000	738,600
78,819	Premises	86,900	78,800
3,271	Transport	5,300	5,000
325,115	Supplies & Services	400,700	391,800
(139,897)	Income	(52,800)	(62,800)
<b>1,621,393</b>	<b>Controllable</b>	<b>1,196,100</b>	<b>1,151,400</b>
1,390,455	Support Services	286,300	242,700
67,780	Capital Financing	21,100	13,600
(1,297,212)	Recharge Income	(1,257,000)	(1,168,200)
<b>161,023</b>	<b>Non Controllable</b>	<b>(949,600)</b>	<b>(911,900)</b>
<b>1,782,416</b>	<b>Subtotal Finance</b>	<b>246,500</b>	<b>239,500</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Human Resources</b>		<b>Head of Service: D. Platts</b>	
287,866	Employees	246,500	58,400
1,858	Transport	1,900	0
20,281	Supplies & Services	27,300	11,200
0	Third Party Payments	0	179,500
(40,142)	Income	(8,700)	(9,000)
<b>269,863</b>	<b>Controllable</b>	<b>267,000</b>	<b>240,100</b>
174,608	Support Services	110,200	111,800
3,408	Capital Financing	3,400	3,400
(447,878)	Recharge Income	(419,200)	(363,600)
<b>(269,863)</b>	<b>Non Controllable</b>	<b>(305,600)</b>	<b>(248,400)</b>
<b>0</b>	<b>Subtotal Human Resources</b>	<b>(38,600)</b>	<b>(8,300)</b>
<b>Service: Information Services</b>		<b>Head of Service: D. Platts</b>	
694,653	Employees	782,600	713,500
7,495	Transport	8,100	8,100
538,070	Supplies & Services	528,500	494,200
(279,417)	Income	(321,900)	(298,700)
<b>960,800</b>	<b>Controllable</b>	<b>997,300</b>	<b>917,100</b>
636,437	Support Services	285,500	300,200
231,931	Capital Financing	262,300	310,600
(1,829,169)	Recharge Income	(1,635,800)	(1,502,500)
<b>(960,800)</b>	<b>Non Controllable</b>	<b>(1,088,000)</b>	<b>(891,700)</b>
<b>(0)</b>	<b>Subtotal Information Services</b>	<b>(90,700)</b>	<b>25,400</b>
<b>Service: Revenues</b>		<b>Head of Service: D. Platts</b>	
727,803	Employees	0	0
14,336	Transport	0	0
261,389	Supplies & Services	24,800	20,500
214,810	Third Party Payments	1,177,900	1,232,900
71,121	Transfer Payments	70,000	70,400
(642,064)	Income	(410,700)	(397,400)
<b>647,394</b>	<b>Controllable</b>	<b>862,000</b>	<b>926,400</b>
678,294	Support Services	386,800	196,000
26,215	Capital Financing	21,900	6,300
(42,923)	Recharge Income	(43,500)	(29,400)
<b>661,586</b>	<b>Non Controllable</b>	<b>365,200</b>	<b>172,900</b>
<b>1,308,980</b>	<b>Subtotal Revenues</b>	<b>1,227,200</b>	<b>1,099,300</b>
<b>4,226,080</b>	<b>Subtotal Deputy Chief Executive Directorate</b>	<b>2,412,700</b>	<b>1,904,500</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Programmes &amp; Resources Directorate</b>			
<b>Service: Change Management</b>		<b>Head of Service: D. Platts</b>	
542,382	Employees	535,700	502,000
11,585	Transport	13,600	9,200
122,658	Supplies & Services	10,900	8,500
0	Third Party Payments	7,700	11,900
(11,339)	Income	(9,200)	0
<b>665,286</b>	<b>Controllable</b>	<b>558,700</b>	<b>531,600</b>
150,801	Support Services	130,000	220,200
58	Capital Financing	0	0
(816,144)	Recharge Income	(738,500)	(750,500)
<b>(665,286)</b>	<b>Non Controllable</b>	<b>(608,500)</b>	<b>(530,300)</b>
<b>0</b>	<b>Subtotal Change Management</b>	<b>(49,800)</b>	<b>1,300</b>
<b>Service: Chief Executive's Team</b>			
		<b>Head of Service: D. Platts</b>	
198,724	Employees	197,400	206,800
2,312	Transport	3,700	3,200
53,365	Supplies & Services	34,900	32,300
<b>254,401</b>	<b>Controllable</b>	<b>236,000</b>	<b>242,300</b>
1,662,271	Support Services	1,768,000	1,331,400
1,271	Capital Financing	0	0
(354,356)	Recharge Income	(350,400)	(327,100)
<b>1,309,186</b>	<b>Non Controllable</b>	<b>1,417,600</b>	<b>1,004,300</b>
<b>1,563,587</b>	<b>Subtotal Chief Executive's Team</b>	<b>1,653,600</b>	<b>1,246,600</b>
<b>Service: Democratic Services</b>			
		<b>Head of Service: D. Dalby</b>	
465,143	Employees	463,900	565,600
468	Premises	2,300	1,800
25,143	Transport	21,400	19,900
549,708	Supplies & Services	526,400	494,800
3,050	Third Party Payments	2,200	3,100
(256,575)	Income	(181,000)	(187,200)
<b>786,939</b>	<b>Controllable</b>	<b>835,200</b>	<b>898,000</b>
1,198,478	Support Services	857,000	860,600
12,425	Capital Financing	15,000	14,800
(564,929)	Recharge Income	(461,400)	(472,800)
<b>645,975</b>	<b>Non Controllable</b>	<b>410,600</b>	<b>402,600</b>
<b>1,432,913</b>	<b>Subtotal Democratic Services</b>	<b>1,245,800</b>	<b>1,300,600</b>
<b>2,996,500</b>	<b>Subtotal Programmes &amp; Resources Directorate</b>	<b>2,849,600</b>	<b>2,548,500</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Governance &amp; Procurement Directorate</b>		<b>Head of Service: A. Ward</b>	
<b>Service: Performance &amp; Audit</b>			
371,018	Employees	438,600	380,000
151,279	Premises	151,300	180,300
79,382	Transport	79,200	70,000
36,439	Supplies & Services	25,300	28,300
23,900	Third Party Payments	11,900	11,900
(34,786)	Income	(16,600)	(16,700)
<b>627,233</b>	<b>Controllable</b>	<b>689,700</b>	<b>653,800</b>
118,898	Support Services	118,300	102,400
(746,131)	Recharge Income	(807,800)	(757,800)
<b>(627,233)</b>	<b>Non Controllable</b>	<b>(689,500)</b>	<b>(655,400)</b>
<b>(0)</b>	<b>Subtotal Performance &amp; Audit</b>	<b>200</b>	<b>(1,600)</b>
<b>Service: Community Grants</b>		<b>Head of Service: M. Hopkins</b>	
4,796	Premises	2,100	0
357,348	Supplies & Services	305,600	327,300
(11,674)	Income	0	0
<b>350,470</b>	<b>Controllable</b>	<b>307,700</b>	<b>327,300</b>
103,717	Support Services	117,900	63,200
116,478	Capital Financing	142,600	48,900
<b>220,194</b>	<b>Non Controllable</b>	<b>260,500</b>	<b>112,100</b>
<b>570,665</b>	<b>Subtotal Community Grants</b>	<b>568,200</b>	<b>439,400</b>
<b>Service: Deputy Monitoring Officer</b>		<b>Head of Service: M. Hopkins</b>	
54,553	Employees	63,800	62,400
128	Premises	0	0
34	Transport	200	200
944	Supplies & Services	1,400	1,600
(40)	Income	0	0
<b>55,618</b>	<b>Controllable</b>	<b>65,400</b>	<b>64,200</b>
23,655	Support Services	18,300	17,700
(79,274)	Recharge Income	(82,600)	(80,700)
<b>(55,618)</b>	<b>Non Controllable</b>	<b>(64,300)</b>	<b>(63,000)</b>
<b>0</b>	<b>Subtotal Deputy Monitoring Officer</b>	<b>1,100</b>	<b>1,200</b>
<b>Service: Legal Services</b>		<b>Head of Service: C. Taylor</b>	
345,185	Employees	357,600	313,200
2,278	Transport	3,000	3,000
95,638	Supplies & Services	79,400	71,200
(97,595)	Income	(31,800)	(71,800)
<b>345,507</b>	<b>Controllable</b>	<b>408,200</b>	<b>315,600</b>
144,893	Support Services	118,000	111,600
2,076	Capital Financing	1,300	0
(492,475)	Recharge Income	(523,100)	(422,800)
<b>(345,507)</b>	<b>Non Controllable</b>	<b>(403,800)</b>	<b>(311,200)</b>
<b>0</b>	<b>Subtotal Legal Services</b>	<b>4,400</b>	<b>4,400</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Property</b>		<b>Head of Service: J. Leney</b>	
457,903	Employees	463,500	469,600
669,536	Premises	593,400	568,200
16,609	Transport	16,000	16,000
239,368	Supplies & Services	178,400	163,300
0	Third Party Payments	3,700	3,500
(883,275)	Income	(1,097,000)	(1,082,800)
<b>500,141</b>	<b>Controllable</b>	<b>158,000</b>	<b>137,800</b>
725,349	Support Services	517,300	637,700
4,026,312	Capital Financing	221,800	260,900
(4,070,285)	Recharge Income	(1,074,200)	(1,076,400)
<b>681,377</b>	<b>Non Controllable</b>	<b>(335,100)</b>	<b>(177,800)</b>
<b>1,181,517</b>	<b>Subtotal Property</b>	<b>(177,100)</b>	<b>(40,000)</b>
<b>Service: Risk Management</b>		<b>Head of Service: S. Jackson</b>	
88,200	Employees	87,100	95,300
1,425	Transport	1,300	1,300
1,321	Supplies & Services	2,800	2,300
<b>90,945</b>	<b>Controllable</b>	<b>91,200</b>	<b>98,900</b>
25,741	Support Services	38,700	38,300
(116,685)	Recharge Income	(130,000)	(132,800)
<b>(90,945)</b>	<b>Non Controllable</b>	<b>(91,300)</b>	<b>(94,500)</b>
<b>0</b>	<b>Subtotal Risk Management</b>	<b>(100)</b>	<b>4,400</b>
<b>1,752,182</b>	<b>Subtotal Governance &amp; Procurement Directorate</b>	<b>396,700</b>	<b>407,800</b>
<b>Partnerships &amp; Customer Services Directorate</b>			
<b>Service: Consultation, Comms &amp; Partnerships</b>		<b>Head of Service: C. Trail</b>	
134,105	Employees	146,100	80,600
1,940	Transport	1,600	1,000
80,054	Supplies & Services	74,800	48,300
0	Third Party Payments	0	29,200
<b>216,100</b>	<b>Controllable</b>	<b>222,500</b>	<b>159,100</b>
102,889	Support Services	62,500	63,100
(318,989)	Recharge Income	(282,500)	(256,600)
<b>(216,100)</b>	<b>Non Controllable</b>	<b>(220,000)</b>	<b>(193,500)</b>
<b>(0)</b>	<b>Subtotal Consultation, Comms &amp; Partnerships</b>	<b>2,500</b>	<b>(34,400)</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Contact Centre</b>		<b>Head of Service: G. Walton</b>	
535,557	Employees	493,000	461,400
219	Transport	1,200	700
47,163	Supplies & Services	60,400	48,400
(60,168)	Income	(10,300)	(10,400)
<b>522,771</b>	<b>Controllable</b>	<b>544,300</b>	<b>500,100</b>
317,069	Support Services	182,500	275,800
7,920	Capital Financing	8,000	10,300
(622,208)	Recharge Income	(562,100)	(610,500)
<b>(297,220)</b>	<b>Non Controllable</b>	<b>(371,600)</b>	<b>(324,400)</b>
<b>225,551</b>	<b>Subtotal Contact Centre</b>	<b>172,700</b>	<b>175,700</b>
<b>Service: Customer Services</b>		<b>Head of Service: A. Le-Cras</b>	
521,240	Employees	546,500	460,600
169	Transport	200	200
23,897	Supplies & Services	73,600	31,600
28,945	Third Party Payments	0	0
(151,192)	Income	(151,600)	(76,000)
<b>423,060</b>	<b>Controllable</b>	<b>468,700</b>	<b>416,400</b>
286,469	Support Services	179,300	174,100
922	Capital Financing	500	0
(710,450)	Recharge Income	(631,100)	(582,900)
<b>(423,060)</b>	<b>Non Controllable</b>	<b>(451,300)</b>	<b>(408,800)</b>
<b>0</b>	<b>Subtotal Customer Services</b>	<b>17,400</b>	<b>7,600</b>
<b>Service: Licensing</b>		<b>Head of Service: M. Burton</b>	
154,765	Employees	129,400	128,700
7,036	Transport	5,200	5,200
34,710	Supplies & Services	29,000	24,500
(243,488)	Income	(246,800)	(254,500)
<b>(46,977)</b>	<b>Controllable</b>	<b>(83,200)</b>	<b>(96,100)</b>
213,530	Support Services	90,000	162,600
<b>213,530</b>	<b>Non Controllable</b>	<b>90,000</b>	<b>162,600</b>
<b>166,553</b>	<b>Subtotal Licensing</b>	<b>6,800</b>	<b>66,500</b>
<b>Service: Partnership &amp; Customer Servs Directorate</b>		<b>Head of Service: C. Traill</b>	
157,956	Employees	156,600	138,400
1,965	Transport	2,200	2,200
13,874	Supplies & Services	1,000	1,000
<b>173,796</b>	<b>Controllable</b>	<b>159,800</b>	<b>141,600</b>
36,511	Support Services	47,500	36,900
(210,306)	Recharge Income	(204,500)	(173,800)
<b>(173,795)</b>	<b>Non Controllable</b>	<b>(157,000)</b>	<b>(136,900)</b>
<b>0</b>	<b>Subtotal Partnership &amp; Customer Servs Directorate</b>	<b>2,800</b>	<b>4,700</b>



## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Community Safety</b>		<b>Head of Service: T. Kiernan</b>	
317,273	Employees	344,500	351,100
944	Premises	0	3,500
12,768	Transport	6,800	11,000
244,993	Supplies & Services	212,100	55,100
(212,002)	Income	(197,000)	0
<b>363,976</b>	<b>Controllable</b>	<b>366,400</b>	<b>420,700</b>
722,220	Support Services	672,300	678,600
(474,103)	Recharge Income	(461,800)	(475,600)
<b>248,117</b>	<b>Non Controllable</b>	<b>210,500</b>	<b>203,000</b>
<b>612,093</b>	<b>Subtotal Community Safety</b>	<b>576,900</b>	<b>623,700</b>
<b>1,004,197 Subtotal Partnerships &amp; Customer Services Directorate</b>		<b>779,100</b>	<b>843,800</b>
<b>Development Directorate</b>			
<b>Service: Building Control</b>		<b>Head of Service: P. Bambury</b>	
524,983	Employees	475,000	494,400
31,504	Transport	37,500	31,700
46,992	Supplies & Services	56,600	44,400
(443,928)	Income	(533,700)	(478,500)
<b>159,551</b>	<b>Controllable</b>	<b>35,400</b>	<b>92,000</b>
1,098,832	Support Services	836,400	989,100
2,247	Capital Financing	1,700	1,100
(847,259)	Recharge Income	(701,900)	(768,100)
<b>253,820</b>	<b>Non Controllable</b>	<b>136,200</b>	<b>222,100</b>
<b>413,371</b>	<b>Subtotal Building Control</b>	<b>171,600</b>	<b>314,100</b>
<b>Service: Conservation &amp; Design</b>		<b>Head of Service: M. Tincknell</b>	
226,488	Employees	223,400	208,900
11,490	Transport	11,000	9,800
22,150	Supplies & Services	6,400	4,300
3,824	Third Party Payments	3,900	3,900
(30,679)	Income	(23,800)	0
<b>233,273</b>	<b>Controllable</b>	<b>220,900</b>	<b>226,900</b>
86,371	Support Services	59,200	137,500
23,800	Capital Financing	15,600	15,600
<b>110,171</b>	<b>Non Controllable</b>	<b>74,800</b>	<b>153,100</b>
<b>343,443</b>	<b>Subtotal Conservation &amp; Design</b>	<b>295,700</b>	<b>380,000</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Development Control</b>		<b>Head of Service: S. Lewis-Roberts</b>	
796,332	Employees	830,800	825,400
0	Premises	700	700
28,305	Transport	34,700	34,700
115,820	Supplies & Services	50,700	50,400
(793,523)	Income	(1,070,600)	(789,800)
<b>146,934</b>	<b>Controllable</b>	<b>(153,700)</b>	<b>121,400</b>
2,012,090	Support Services	1,474,600	1,914,500
16,387	Capital Financing	8,400	15,000
(1,368,261)	Recharge Income	(1,020,100)	(1,381,200)
<b>660,216</b>	<b>Non Controllable</b>	<b>462,900</b>	<b>548,300</b>
<b>807,149</b>	<b>Subtotal Development Control</b>	<b>309,200</b>	<b>669,700</b>
<b>Service: Economic Development</b>		<b>Head of Service: D. Puxley</b>	
51,291	Employees	53,600	54,200
1,719	Transport	2,300	2,300
56,128	Supplies & Services	45,800	61,200
<b>109,137</b>	<b>Controllable</b>	<b>101,700</b>	<b>117,700</b>
796,648	Support Services	121,000	96,900
48,707	Capital Financing	69,300	812,000
<b>845,354</b>	<b>Non Controllable</b>	<b>190,300</b>	<b>908,900</b>
<b>954,492</b>	<b>Subtotal Economic Development</b>	<b>292,000</b>	<b>1,026,600</b>
<b>Service: Development Directorate</b>		<b>Head of Service: E. Mallon</b>	
89,718	Employees	86,900	95,400
1,286	Transport	1,600	1,600
1,554	Supplies & Services	2,400	1,800
<b>92,559</b>	<b>Controllable</b>	<b>90,900</b>	<b>98,800</b>
29,082	Support Services	13,600	28,200
5,460	Capital Financing	4,500	416,100
(127,101)	Recharge Income	(103,700)	(540,000)
<b>(92,559)</b>	<b>Non Controllable</b>	<b>(85,600)</b>	<b>(95,700)</b>
<b>0</b>	<b>Subtotal Development Directorate</b>	<b>5,300</b>	<b>3,100</b>
<b>Service: Planning &amp; Transport Policy</b>		<b>Head of Service: E. Mallon</b>	
286,120	Employees	303,400	312,100
5,392	Transport	5,000	5,000
144,456	Supplies & Services	204,900	148,800
1,640,473	Third Party Payments	1,788,300	0
(25,529)	Income	(58,800)	(2,000)
<b>2,050,911</b>	<b>Controllable</b>	<b>2,242,800</b>	<b>463,900</b>
187,962	Support Services	174,600	258,400
(36,733)	Recharge Income	(4,000)	0
<b>151,229</b>	<b>Non Controllable</b>	<b>170,600</b>	<b>258,400</b>
<b>2,202,141</b>	<b>Subtotal Planning &amp; Transport Policy</b>	<b>2,413,400</b>	<b>722,300</b>
<b>4,720,596</b>	<b>Subtotal Development Directorate</b>	<b>3,487,200</b>	<b>3,115,800</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Loughborough Regeneration Directorate</b>		<b>Head of Service: J. Hale</b>	
<b>Service: Loughborough Regeneration</b>			
88,017	Employees	32,100	0
5,046	Transport	1,800	0
238,493	Supplies & Services	3,000	0
(183,376)	Income	0	0
<b>148,181</b>	<b>Controllable</b>	<b>36,900</b>	<b>0</b>
26,181	Support Services	13,200	0
625,547	Capital Financing	0	0
(799,908)	Recharge Income	(103,100)	0
<b>(148,181)</b>	<b>Non Controllable</b>	<b>(89,900)</b>	<b>0</b>
<b>0</b>	<b>Subtotal Loughborough Regeneration</b>	<b>(53,000)</b>	<b>0</b>
<b>0</b>	<b>Subtotal Loughborough Regeneration Directorate</b>	<b>(53,000)</b>	<b>0</b>
<b>Leisure &amp; Environment Directorate</b>		<b>Head of Service: N. Greenhalgh</b>	
<b>Service: Environment Services</b>			
302,471	Employees	341,400	364,300
10,762	Premises	7,000	4,800
895,996	Transport	769,000	471,500
172,632	Supplies & Services	112,200	74,800
4,420,166	Third Party Payments	4,119,000	4,520,400
(2,386,833)	Income	(2,264,100)	(2,123,200)
<b>3,415,194</b>	<b>Controllable</b>	<b>3,084,500</b>	<b>3,312,600</b>
1,370,100	Support Services	1,387,700	1,235,300
193,088	Capital Financing	190,400	176,300
(587,852)	Recharge Income	(557,300)	(560,700)
<b>975,336</b>	<b>Non Controllable</b>	<b>1,020,800</b>	<b>850,900</b>
<b>4,390,530</b>	<b>Subtotal Environment Services</b>	<b>4,105,300</b>	<b>4,163,500</b>
<b>Service: Cultural Services</b>		<b>Head of Service: S. Wright</b>	
912,581	Employees	912,300	877,700
341,914	Premises	277,700	247,900
3,284	Transport	3,100	2,600
788,661	Supplies & Services	670,300	611,900
25,672	Third Party Payments	22,800	38,500
(1,417,531)	Income	(1,244,000)	(1,274,200)
<b>654,581</b>	<b>Controllable</b>	<b>642,200</b>	<b>504,400</b>
701,011	Support Services	601,100	662,100
2,619,152	Capital Financing	121,000	69,800
(349,635)	Recharge Income	(288,600)	(287,400)
<b>2,970,528</b>	<b>Non Controllable</b>	<b>433,500</b>	<b>444,500</b>
<b>3,625,109</b>	<b>Subtotal Cultural Services</b>	<b>1,075,700</b>	<b>948,900</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Engineering Services</b>		<b>Head of Service: P. Cobb</b>	
158,786	Employees	200,200	192,900
0	Premises	400	400
70,328	Transport	54,200	43,200
85,914	Supplies & Services	110,100	105,700
46,380	Third Party Payments	51,500	54,100
(15,214)	Income	(1,500)	(800)
<b>346,194</b>	<b>Controllable</b>	<b>414,900</b>	<b>395,500</b>
233,033	Support Services	225,300	209,200
42,796	Capital Financing	27,700	43,300
(208,908)	Recharge Income	(221,400)	(202,400)
<b>66,921</b>	<b>Non Controllable</b>	<b>31,600</b>	<b>50,100</b>
<b>413,115</b>	<b>Subtotal Engineering Services</b>	<b>446,500</b>	<b>445,600</b>
<b>Service: Green Spaces</b>		<b>Head of Service: J. Robinson</b>	
817,418	Employees	918,100	945,800
231,665	Premises	206,000	200,000
256,071	Transport	308,700	297,300
228,870	Supplies & Services	226,400	186,300
25,434	Third Party Payments	170,700	177,100
(533,644)	Income	(490,000)	(533,200)
<b>1,025,814</b>	<b>Controllable</b>	<b>1,339,900</b>	<b>1,273,300</b>
1,309,307	Support Services	1,463,100	1,389,000
887,237	Capital Financing	210,500	197,800
(1,035,826)	Recharge Income	(1,174,400)	(1,132,700)
<b>1,160,719</b>	<b>Non Controllable</b>	<b>499,200</b>	<b>454,100</b>
<b>2,186,533</b>	<b>Subtotal Green Spaces</b>	<b>1,839,100</b>	<b>1,727,400</b>
<b>Service: Leisure &amp; Env Management</b>		<b>Head of Service: C. Traill</b>	
280,775	Employees	288,500	311,100
1,479	Premises	0	0
2,743	Transport	2,000	3,400
710,538	Supplies & Services	1,200	5,500
(743,249)	Income	0	(18,500)
<b>252,286</b>	<b>Controllable</b>	<b>291,700</b>	<b>301,500</b>
157,868	Support Services	77,100	136,200
(410,153)	Recharge Income	(364,800)	(388,300)
<b>(252,286)</b>	<b>Non Controllable</b>	<b>(287,700)</b>	<b>(252,100)</b>
<b>0</b>	<b>Subtotal Leisure &amp; Env Management</b>	<b>4,000</b>	<b>49,400</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Sports &amp; Recreation Services</b>		<b>Head of Service: J. Robinson</b>	
595,690	Employees	676,100	604,200
122,938	Premises	170,300	169,500
18,593	Transport	16,300	13,600
226,655	Supplies & Services	359,900	173,600
553,238	Third Party Payments	560,700	461,300
(985,831)	Income	(1,083,000)	(758,600)
<b>531,284</b>	<b>Controllable</b>	<b>700,300</b>	<b>663,600</b>
914,154	Support Services	646,000	664,100
3,762,646	Capital Financing	239,500	327,200
(503,309)	Recharge Income	(364,100)	(381,100)
<b>4,173,492</b>	<b>Non Controllable</b>	<b>521,400</b>	<b>610,200</b>
<b>4,704,775</b>	<b>Subtotal Sports &amp; Recreation Services</b>	<b>1,221,700</b>	<b>1,273,800</b>
<b>Service: Street Management</b>		<b>Head of Service: K. Biddulph</b>	
770,608	Employees	865,200	764,700
237,454	Premises	234,600	223,700
38,483	Transport	44,500	41,400
136,550	Supplies & Services	118,900	112,900
5,329	Third Party Payments	8,200	8,600
(1,166,517)	Income	(1,155,800)	(1,188,400)
<b>21,906</b>	<b>Controllable</b>	<b>115,600</b>	<b>(37,100)</b>
589,188	Support Services	429,900	501,100
715,868	Capital Financing	54,900	78,100
(207,753)	Recharge Income	(165,100)	(191,600)
<b>1,097,304</b>	<b>Non Controllable</b>	<b>319,700</b>	<b>387,600</b>
<b>1,119,209</b>	<b>Subtotal Street Management</b>	<b>435,300</b>	<b>350,500</b>
<b>16,439,272</b>	<b>Subtotal Leisure &amp; Environment Directorate</b>	<b>9,127,600</b>	<b>8,959,100</b>
<b>Housing &amp; Health Directorate</b>		<b>Head of Service: A. Twells</b>	
<b>Service: Environmental Health</b>			
690,221	Employees	738,600	720,700
0	Premises	0	1,700
50,781	Transport	68,700	50,100
93,679	Supplies & Services	100,100	88,400
39,461	Third Party Payments	49,100	50,100
(89,573)	Income	(78,800)	(78,700)
<b>784,570</b>	<b>Controllable</b>	<b>877,700</b>	<b>832,300</b>
526,691	Support Services	469,300	490,000
58	Capital Financing	0	0
(280,019)	Recharge Income	(284,700)	(280,200)
<b>246,729</b>	<b>Non Controllable</b>	<b>184,600</b>	<b>209,800</b>
<b>1,031,300</b>	<b>Subtotal Environmental Health</b>	<b>1,062,300</b>	<b>1,042,100</b>

## 2011/12 Cost of Services per Directorate-General Fund

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Service: Housing &amp; Health Directorate</b>		<b>Head of Service: E. Mallon</b>	
89,406	Employees	86,200	94,700
1,300	Transport	1,000	1,000
272	Supplies & Services	400	400
<b>90,978</b>	<b>Controllable</b>	<b>87,600</b>	<b>96,100</b>
22,101	Support Services	23,800	20,300
(113,079)	Recharge Income	(109,900)	(112,100)
<b>(90,978)</b>	<b>Non Controllable</b>	<b>(86,100)</b>	<b>(91,800)</b>
<b>0</b>	<b>Subtotal Housing &amp; Health Directorate</b>	<b>1,500</b>	<b>4,300</b>
<b>Service: Housing Services</b>		<b>Head of Service: D. Harris</b>	
410,955	Employees	439,900	404,800
5,650	Premises	5,500	6,200
21,680	Transport	18,000	18,000
43,602	Supplies & Services	37,000	63,000
499,921	Third Party Payments	421,700	441,600
(268,580)	Income	(156,800)	(198,800)
<b>713,228</b>	<b>Controllable</b>	<b>765,300</b>	<b>734,800</b>
510,823	Support Services	469,900	492,200
354,158	Capital Financing	640,000	1,972,500
(135,272)	Recharge Income	(120,200)	(130,600)
<b>729,709</b>	<b>Non Controllable</b>	<b>989,700</b>	<b>2,334,100</b>
<b>1,442,938</b>	<b>Subtotal Housing Services</b>	<b>1,755,000</b>	<b>3,068,900</b>
<b>2,474,237</b>	<b>Subtotal Housing &amp; Health Directorate</b>	<b>2,818,800</b>	<b>4,115,300</b>
<b>33,613,063</b>	<b>Grand Total</b>	<b>21,818,700</b>	<b>21,894,800</b>

## 2011/12 Cost of Services per Directorate-Housing Revenue Account

Actual 2009/10		Original 2010/11	Original 2011/12
£		£	£
<b>Deputy Chief Executive Directorate</b>			
<b>Service: Finance</b>		<b>Head of Service: J. Casey</b>	
48,820	Premises	50,000	50,500
23,322	Supplies & Services	111,100	112,200
4,986	Transfer Payments	9,500	4,275,500
(14,469,312)	Income	(14,852,000)	(19,700,600)
<b>(14,392,185)</b>	<b>Controllable</b>	<b>(14,681,400)</b>	<b>(15,262,400)</b>
0	Support Services	0	46,300
30,765,309	Capital Financing	4,464,700	4,957,100
(26,798,352)	Recharge Income	(386,700)	(465,800)
<b>3,966,957</b>	<b>Non Controllable</b>	<b>4,078,000</b>	<b>4,537,600</b>
<b>(10,425,228)</b>	<b>Subtotal Finance</b>	<b>(10,603,400)</b>	<b>(10,724,800)</b>
<b>(10,425,228)</b>	<b>Subtotal Deputy Chief Executive Directorate</b>	<b>(10,603,400)</b>	<b>(10,724,800)</b>
<b>Governance &amp; Procurement Directorate</b>			
<b>Service: Property</b>		<b>Head of Service: J. Leney</b>	
3,893	Supplies & Services	3,500	3,500
<b>3,893</b>	<b>Controllable</b>	<b>3,500</b>	<b>3,500</b>
27,140	Support Services	36,000	23,300
(2,681)	Recharge Income	(4,200)	(2,600)
<b>24,460</b>	<b>Non Controllable</b>	<b>31,800</b>	<b>20,700</b>
<b>28,353</b>	<b>Subtotal Property</b>	<b>35,300</b>	<b>24,200</b>
<b>28,353</b>	<b>Subtotal Governance &amp; Procurement Directorate</b>	<b>35,300</b>	<b>24,200</b>
<b>Housing &amp; Health Directorate</b>			
<b>Service: Housing Services</b>		<b>Head of Service: D. Harris</b>	
464,008	Employees	481,900	489,500
220	Premises	0	1,300
11,318	Transport	14,000	14,000
143,244	Supplies & Services	289,600	292,200
9,059,900	Third Party Payments	9,209,900	9,091,900
(3,908)	Income	0	0
<b>9,674,782</b>	<b>Controllable</b>	<b>9,995,400</b>	<b>9,888,900</b>
799,137	Support Services	625,600	680,900
(283,815)	Recharge Income	(291,500)	(295,200)
<b>515,323</b>	<b>Non Controllable</b>	<b>334,100</b>	<b>385,700</b>
<b>10,190,104</b>	<b>Subtotal Housing Services</b>	<b>10,329,500</b>	<b>10,274,600</b>
<b>10,190,104</b>	<b>Subtotal Housing &amp; Health Directorate</b>	<b>10,329,500</b>	<b>10,274,600</b>
<b>(206,771)</b>	<b>Grand Total</b>	<b>(238,600)</b>	<b>(426,000)</b>

<b>2009/10 Actual £000</b>	<b>Housing Revenue Account</b>	<b>2010/11 Original £000</b>	<b>2011/12 Original £000</b>
	<b><u>Expenditure</u></b>		
1,043	Supervision and Management	1,155	1,344
9,059	Charnwood Neighbourhood Housing Management Fee	9,209	9,092
49	Rents, Rates and Other Charges	50	51
5	Rent Rebates	9	10
23	Provision of Bad or Doubtful Debts	111	112
30,327	Depreciation	4,030	4,169
5	Debt Management Expenses	8	7
<b>40,511</b>	<b><u>Expenditure sub-total</u></b>	<b>14,572</b>	<b>14,785</b>
	<b><u>Income</u></b>		
16,700	Dwellings Rent Income	16,960	18,308
328	Rent of Income from Shops, Land and Garages	333	343
638	Warden Service Charges	643	651
188	Central Heating and Communal Charges	296	261
45	Leasehold Flat and Shop Service Charges	85	66
86	Hostel Service Charges	85	18
14	Other Charges	17	15
(7,259)	HRA Subsidy - Current Year	(7,336)	(8,048)
3,706	Major Repairs Allowance	3,731	3,782
<b>14,446</b>	<b><u>Income Sub-total</u></b>	<b>14,814</b>	<b>15,396</b>
<b>26,065</b>	<b>Net (Income)/Cost of Services</b>	<b>(242)</b>	<b>(611)</b>
(78)	Transfer from General Fund	(87)	(79)
427	Amortised Premiums	427	420
(24)	Investment Income and Mortgage Interest	(38)	(40)
<b>26,390</b>	<b>Net Operating Expenditure/(Income)</b>	<b>60</b>	<b>(310)</b>
6	Revenue Contributions to Capital	0	362
18	Pension Adjustment	0	0
(26,621)	Appropriations: Transfer from Major Repairs Reserve	(299)	(387)
<b>(26,597)</b>	<b>Appropriations</b>	<b>(299)</b>	<b>(25)</b>
<b>(19)</b>	<b>HRA Balance at Beginning of Year</b>	<b>(226)</b>	<b>(465)</b>
(207)	(Surplus)/Deficit for the Year	(239)	(335)
<b>(226)</b>	<b>HRA Balance at end of Year</b>	<b>(465)</b>	<b>(800)</b>



<b>Capital Expenditure Plan As at 17th March 2011</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£</b>	<b>£</b>
<b><u>CAPITAL PLAN BY DIRECTORATE</u></b>		
<b>Deputy Chief Executive</b>	<b>150,000</b>	<b>0</b>
<b>Governance &amp; Procurement</b>	<b>4,331,900</b>	<b>0</b>
<b>Development</b>	<b>511,300</b>	<b>2,500</b>
<b>Leisure &amp; Environment</b>	<b>475,700</b>	<b>0</b>
<b>Housing &amp; Health - General Fund</b>	<b>1,972,500</b>	<b>0</b>
<b>Sub-Total - General Fund</b>	<b>7,441,400</b>	<b>2,500</b>
<b>Housing &amp; Health - HRA</b>	<b>7,060,000</b>	<b>0</b>
	<b>14,501,400</b>	<b>2,500</b>
<b><u>Deputy Chief Executive</u></b>		
Replacement Hardware Programme	90,000	0
Development of the Infrastructure	30,000	0
New Infrastructure Requirements	30,000	0
<b>Deputy Chief Executive - Total</b>	<b>150,000</b>	<b>0</b>
<b><u>Governance &amp; Procurement</u></b>		
Charnwood Community Grants	58,900	0
Loughborough Eastern Gateway	2,984,000	0
Loughborough Railway Station Forecourt	1,078,000	0
Southfields Phase 2 - Refurbishment	100,000	0
Planned Property Refurbishment	111,000	0
<b>Governance &amp; Procurement - Total</b>	<b>4,331,900</b>	<b>0</b>
<b><u>Development</u></b>		
Rothley Lodge Wildlife Area	55,200	0
Hallam Fields Community Building	400,000	0
Barkby Brook Improvements	43,600	0
<b>Block Sums</b>		
Historic Building Grants	12,500	2,500
<b>Development - Total</b>	<b>511,300</b>	<b>2,500</b>

<b>Capital Expenditure Plan As at 17th March 2011</b>	<b>2011/12</b>	<b>2012/13</b>
	<b>£</b>	<b>£</b>
<b><u>Leisure &amp; Environment</u></b>		
Syston Recreational Projects	19,600	0
Anstey youth & adult recreation & pitch projects (incl Mitchell's Field)	134,700	0
Nanpantan Sports Ground	173,800	0
Green Flag Parks	20,000	0
Leisure Services Parks & Sports Ground Asset Management Scheme	38,200	0
Public Conveniences - Charging Equipment	89,400	0
<b>Leisure &amp; Environment - Total</b>	<b>475,700</b>	<b>0</b>
<b><u>Housing &amp; Health - General Fund</u></b>		
<b><u>Renovation Grants</u></b>		
Renovation Grants	425,000	0
Disabled Facilities Grants	550,000	0
Regional Housing Pot Grant	589,000	0
<b><u>Social Housing Schemes</u></b>		
Enabling Grants - Block Sum	408,500	0
<b>Housing &amp; Health - General Fund - Total</b>	<b>1,972,500</b>	<b>0</b>
<b><u>Housing &amp; Health - HRA</u></b>		
<u>Decent Homes</u>		
Decent Homes	2,620,000	0
Kitchen & Bathroom	1,380,000	0
Term Central Heating	50,000	0
PVCu Window	450,000	0
Responsive Central Heating	500,000	0
Asbestos	50,000	0
Housing Contracts Procurement Costs	333,000	0
<u>Neighbourhood Renewal</u>	100,000	0
<u>Disabled Adaptations</u>		
Major Adaptations	300,000	0
Minor Adaptations	50,000	0
Stairlifts	50,000	0
Tenants Bids	50,000	0
CESP Heating and Insulation Project	200,000	0
Dudley Court Sibley	256,000	0
New Build Council Houses	671,000	0
<b>Housing &amp; Health - HRA (MRA) - Total</b>	<b>7,060,000</b>	<b>0</b>