

**Appendix A – Market Rate Supplements as a percentage of salary costs 2011/12, 2012/13 and 2013/14 (excl. on costs)**

<b>Directorate</b>	<b>2011/12 Cost of Market Rate Supplements</b>	<b>2012/13 Cost of Market Rate Supplements</b>	<b>2013/14 Cost of Market Rate Supplements</b>	<b>2011/12 Salary Costs</b>	<b>MRS as % Salary Costs 2011/12</b>	<b>2012/13 Salary Costs</b>	<b>MRS as % Salary Costs 2012/13</b>	<b>2013/14 Salary Costs</b>	<b>MRS as % Salary Costs 2013/14</b>
ACE - Resources	£29,503	£32,701		£15,924,900	0.19%	£15,344,472	0.21%		
Children's Services	£333,703	£548,810	£537,132	£11,983,024	2.78%	£11,087,755	4.95%	£11,325,359	4.74%
Social Care Health & Housing	£3,367	£80,610	£166,546	£13,399,491	0.03%	£13,018,731	0.62%	£13,342,563	1.25%
Sustainable Communities	£158,758	£156,988		£14,054,531	1.13%	£14,193,930	1.11%		
Chief Executive			£25,943					£4,772,741	0.54%
Community Services			£20,164					£8,093,897	0.25%
Improvement & Corporate Services			£6,667					£11,377,062	0.06%
Regeneration			£101,396					£5,876,179	1.73%
<b>TOTAL</b>	<b>£525,330</b>	<b>£819,108</b>	<b>£857,847</b>	<b>£55,361,946</b>	<b>0.95%</b>	<b>£53,644,888</b>	<b>1.53%</b>	<b>£54,787,801</b>	<b>1.57%</b>