

Funding		2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26
Funding Type		£000's	Consequential £000's	Rephased/New £000's	Total £000's	Consequential £000's	Rephased/New £000's	Total £000's
Aggregate external finance	Aggregate external finance	334,657	0	331,299	331,299	0	327,975	327,975
Additional aggregate external finance due	Scottish Government 22-23 Pay Award Funding from Capital	3,213	0	3,181	3,181	0	3,149	3,149
Additional aggregate external finance due	Teachers' Induction Scheme	734	0	734	734	0	734	734
Additional aggregate external finance due	Teacher Numbers Funding	1,184	0	1,184	1,184	0	1,184	1,184
Council Tax	Council Tax Income	64,501	0	66,763	66,763	0	69,103	69,103
Council Tax	Council Tax Income from 2nd homes	1,168	0	1,203	1,203	0	1,239	1,239
Non Domestic Rates	NDR Empty Property Relief	-2,803	0	-2,803	-2,803	0	-2,803	-2,803
Contribution from General Reserves	Contribution from General Reserves	3,410	0	5,000	5,000	0	4,000	4,000
Total Funding Available	Total	406,064	0	406,561	406,561	0	404,581	404,581

Expenditure		2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26
Expenditure by Council Objective		£000's	Consequential £000's	Rephased/New £000's	Total £000's	Consequential £000's	Rephased/New £000's	Total £000's
Base Budget	Base Budget	380,660	0	406,064	406,064	0	406,561	406,561
Operational Budget Adjustments	Inspiring Places	-836	0	174	174	0	180	180
Operational Budget Adjustments	Aspiring Communities	-591	0	449	449	0	0	0
Operational Budget Adjustments	A Council for the Future	-2,057	0	129	129	0	59	59
Total Operational Budget Adjustments	Total Operational Budget Adjustments	-3,484	0	752	752	0	239	239
Savings Previously Approved	Inspiring Places	-445	0	0	0	0	0	0
Savings Previously Approved	Aspiring Communities	686	0	0	0	0	0	0
Savings Previously Approved	A Council for the Future	-35	0	0	0	0	0	0
Total Savings Previously Approved	Total Savings Previously Approved	206	0	0	0	0	0	0
Investments - Contractual/Unavoidable	Inspiring Places	191	0	0	0	0	0	0
Investments - Contractual/Unavoidable	Aspiring Communities	1,852	0	878	878	0	480	480
Investments - Contractual/Unavoidable	A Council for the Future	0	0	0	0	0	0	0
Investments - Contractual/Unavoidable	Corporate Investment	17,562	0	10,417	10,417	0	8,794	8,794
Total Contractual / Unavoidable	Total Contractual / Unavoidable	19,605	0	11,295	11,295	0	9,274	9,274
Investments - National/Local Pressures	Inspiring Places	582	0	-76	-76	0	0	0
Investments - National/Local Pressures	Aspiring Communities	393		559	559	0	341	341
Investments - National/Local Pressures	A Council for the Future	14	0	0	0	0	0	0
Total National / Local Pressures	Total National / Local Pressures	989	0	483	483	0	341	341
New National Expenditure Requirements	Inspiring Places	75	0	0	0	0	0	0
New National Expenditure Requirements	Aspiring Communities	2,384	0	0	0	0	0	0
New National Expenditure Requirements	A Council for the Future	0	0	0	0	0	0	0
Total National Expenditure Requirements	Total National Expenditure Requirements	2,459	0	0	0	0	0	0
Total Expenditure Requirements (excl HSCP)	Total Expenditure Requirements (excl HSCP)	23,053	0	11,778	11,778	0	9,615	9,615
Health and Social Care Partnership	HSCP Net Expenditure Requirements	1,866	0	0	0	0	0	0
Health and Social Care Partnership	New HSCP National Expenditure Requirements - Recurring	7,068	0	0	0	0	0	0
Health and Social Care Partnership	New HSCP National Expenditure Requirements - Non Recurring	0	0	0	0	0	0	0
Total Health and Social Care Partnership	Total Health and Social Care Partnership	8,934	0	0	0	0	0	0
Total Expenditure Requirements	Total Expenditure Requirements	31,987	0	11,778	11,778	0	9,615	9,615
Additional Investment	Reversal of Prior Year Contribution to Reserves	-1,726	0	0	0	0	0	0
Additional Investment	New Investment	0	0	0	0	0	0	0
Total Adjustments	Total Adjustments	26,983	0	12,530	12,530	0	9,854	9,854
Total Expenditure Requirement	Total Expenditure Requirement	407,643	0	418,594	418,594	0	416,415	416,415
(Surplus)/Deficit for Year	(Surplus)/Deficit for Year	1,579	0	12,033	12,033	0	11,834	11,834
New Savings Proposed	Inspiring Places	-214	0	0	0	0	-200	-200
New Savings Proposed	Aspiring Communities	-1,171	-105	0	-105	0	0	0
New Savings Proposed	A Council for the Future	-194	-240	0	-240	-252	0	-252
Total New Savings Proposed	Total Savings Proposed	-1,579	-345	0	-345	-252	-200	-452
Revised Expenditure Requirement	Revised Expenditure Requirement	406,064	-345	418,594	418,249	-252	416,215	415,963
Revised (Surplus)/Deficit for Year if all Savings Proposals are Accepted	Revised (Surplus)/Deficit for Year if all Savings Proposals are Accepted	0	-345	12,033	11,688	-252	11,634	11,382

	2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26
Net Contribution to the HSCP	£000's	Consequential £000's	Rephased/New £000's	Total £000's	Consequential £000's	Rephased/New £000's	Total £000's
Expenditure Requirements	16,525	0	5,412	5,412	0	5,925	5,925
Proposed Savings	-7,591	0	-5,412	-5,412	0	-5,925	-5,925
Net Adjustments to the Contribution to the HSCP	8,934	0	0	0	0	0	0

Council Objective	Council Theme	Operational Budget Adjustment	Reference	Category	2023/24 £	2024/25 £	2025/26 £
Inspiring Places	Charging for Services, Alternative Funding	Increased Employability Programme Funding	SP-PL-22-06	Green	250,000	0	0
Inspiring Places	Charging for Services, Alternative Funding	Additional Building Warrant Income	SP-PL-23-10	Green	-125,000	0	125,000
Inspiring Places	Charging for Services, Alternative Funding	Increase Advertising Income (To fund Council motion approved 15/2/23)	SP-PL-23-21	Green	-100,000	0	0
Inspiring Places	Charging for Services, Alternative Funding	Sub Total	Not Applicable	Not Applicable	25,000	0	125,000
Inspiring Places	Land, Property and Assets	Regeneration - Annickbank	SP-PL-21-14	Green	-35,000	0	0
Inspiring Places	Land, Property and Assets	BMS temperature reduction	SP-PL-23-17	Amber	-70,000	0	0
Inspiring Places	Land, Property and Assets	Property Maintenance Budget review	SP-PL-23-19	Amber	-100,000	45,000	55,000
Inspiring Places	Land, Property and Assets	Flood Protection	SP-PL-23-22	Red	-30,000	0	0
Inspiring Places	Land, Property and Assets	Play Facilities	SP-PL-23-26	Green	-50,000	50,000	0
Inspiring Places	Land, Property and Assets	Sub Total	Not Applicable	Not Applicable	-285,000	95,000	55,000
Inspiring Places	Service Delivery Models	Relocation of Homelessness Team	SP-PL-20-26	Green	-45,000	0	0
Inspiring Places	Service Delivery Models	Review of Roads Revenue Budget	SP-PL-22-17	Amber	-35,000	-35,000	
Inspiring Places	Service Delivery Models	Review of income for temporary furnished accommodation	SP-PL-22-08	Green	0	100,000	0
Inspiring Places	Service Delivery Models	Review of Key Holding Arrangements	SP-PL-23-03	Green	-12,090	-36,270	0
Inspiring Places	Service Delivery Models	Reduce Ardrossan Hostel staffing levels	SP-PL-23-05	Amber	-50,000	0	0
Inspiring Places	Service Delivery Models	Reduce Anti-Social Behaviour Team staffing	SP-PL-23-06	Amber	-20,897	0	0
Inspiring Places	Service Delivery Models	Increase Homeless service turnover targets	SP-PL-23-07	Green	-50,000	50,000	0
Inspiring Places	Service Delivery Models	Contaminated Land Funding	SP-PL-23-11	Amber	-31,025	0	0
Inspiring Places	Service Delivery Models	Review Facilities Management staffing	SP-PL-23-12	Green	-40,290	0	0
Inspiring Places	Service Delivery Models	Facilities Management turnover	SP-PL-23-13	Green	-51,986	0	0
Inspiring Places	Service Delivery Models	Reduce janitorial washroom costs	SP-PL-23-14	Green	-9,440	0	0
Inspiring Places	Service Delivery Models	Regeneration Revenue Plan Budget Realignment	SP-PL-23-16	Green	-50,000	0	0
Inspiring Places	Service Delivery Models	Coastal Assets	SP-PL-23-28	Green	-30,000	0	0
Inspiring Places	Service Delivery Models	Employability Services Review	SP-PL-23-15	Amber	-150,000	0	0
Inspiring Places	Service Delivery Models	Sub Total	Not Applicable	Not Applicable	-575,728	78,730	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	-835,728	173,730	180,000
Aspiring Communities	Children, Young People and Communities	Review of Halls, Centres and Libraries	SP-PL-22-04	Amber	-38,255	-103,424	0
Aspiring Communities	Children, Young People and Communities	Non-recurring Savings from Early Learning and Childcare	SP-COM-23-05	Green	-552,863	552,863	
Aspiring Communities	Children, Young People and Communities	Sub Total	Not Applicable	Not Applicable	-591,118	449,439	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	-591,118	449,439	0
A Council for the Future	Other	Contribution to Affordable Housing Reserve	Not Applicable	Green	48,000	57,000	59,000
A Council for the Future	Other	Workforce Planning	SP-OCI-22-01, SP-CEX-22-11	Green	36,601	0	0
A Council for the Future	Other	HSCP Debt Repayment (£516,300 required to support Council Motion 15/2/2023)	Not Applicable	Green	-1,486,311	0	0
A Council for the Future	Service Delivery Models	Review non employee related budgets	SP-CEX-23-01	Green	-230,458	71,619	0
A Council for the Future	Service Delivery Models	Workforce Reductions - Employee Services	SP-CEX-23-02	Green	-45,477	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - OD Team	SP-CEX-23-04	Green	-80,812	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - ICT	SP-CEX-23-09	Green	-110,366	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - Customer Services	SP-CEX-23-10	Green	-100,275	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - Policy, Performance & Elections	SP-CEX-23-15	Green	-11,603	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - Communications	SP-CEX-23-15	Green	-8,223	0	0
A Council for the Future	Service Delivery Models	Workforce Reductions - Information Governance	SP-CEX-23-20	Green	-18,248	0	0
A Council for the Future	Service Delivery Models	Increase in level of Procurement Rebates	SP-CEX-23-23	Green	-50,000	0	0
A Council for the Future	Service Delivery Models	Sub Total	Not Applicable	Not Applicable	-2,057,172	128,619	59,000
Total	Total	Not Applicable	Not Applicable	Not Applicable	-2,057,172	128,619	59,000
Total Operational Budget Adjustments	Total	Not Applicable	Not Applicable	Not Applicable	-3,484,018	751,788	239,000

Council Objective	Council Theme	Saving	Reference	Category	2023/24 £	2024/25 £	2025/26 £
Inspiring Places	Land, Property and Assets	Introduction of Car Parking charges and Decriminalised Parking Enforcement (Now replaced by Council motion approved 15/2/23)	SP-PL-20-03	Red	-220,000	0	0
Inspiring Places	Land, Property and Assets	Grounds Maintenance Review & Community Planting	SP-PL-21-05	Green	-30,000	0	0
Inspiring Places	Land, Property and Assets	Sub Total	Not Applicable	Not Applicable	-250,000	0	0
Inspiring Places	Service Delivery Models	Waste Resource Service Review	SP-PL-20-09	Green	-95,000	0	0
Inspiring Places	Service Delivery Models	Sub Total	Not Applicable	Not Applicable	-95,000	0	0
Inspiring Places	Transport and Travel	Transformation Project - Council Transport	SP-PL-20-01	Green	-100,000	0	0
Inspiring Places	Transport and Travel	Sub Total	Not Applicable	Not Applicable	-100,000	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	-445,000	0	0
Aspiring Communities	Children, Young People and Communities	Review of the Learning Community Librarians across Educational Establishments	SP-COM-22-07	Amber	-10,500	0	0
Aspiring Communities	Children, Young People and Communities	Sub Total	Not Applicable	Not Applicable	-10,500	0	0
Aspiring Communities	Service Delivery Models	Arran Outdoor Education Centre	SP-COM-21-10	Amber	-50,000	0	0
Aspiring Communities	Service Delivery Models	Review of Early Learning and Childcare service provision	SP-COM-21-12a	Green	746,538	0	0
Aspiring Communities	Service Delivery Models	Sub Total	Not Applicable	Not Applicable	696,538	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	686,038	0	0
A Council for the Future	Land, Property and Assets	New Ways of Working	SP-OCI-21-06	Green	-35,000	0	
A Council for the Future	Land, Property and Assets	Sub Total	Not Applicable	Not Applicable	-35,000	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	-35,000	0	0
Total Savings Previously Approved	Total	Not Applicable	Not Applicable	Not Applicable	206,038	0	0



Council Objective	Council Theme	Investment	Category	Reference	2023/24 £	2024/25 £	2025/26 £
Inspiring Places	Charging for Services	Shewalton Landfill Income	Contractual/Unavoidable	BID-PL-22-10	140,903	0	0
Inspiring Places	Land, Property and Assets	Rates liability for prescribed public open spaces	Contractual/Unavoidable	BID-PL-23-16	50,000	0	0
Inspiring Places	Sub Total	Not Applicable	Contractual/Unavoidable	Not Applicable	190,903	0	0
Inspiring Places	Land, Property and Assets	Compliance Review of CCTV	National/Local Pressures	BID-PL-23-11	39,867	0	0
Inspiring Places	Land, Property and Assets	Road Salt for Winter Maintenance Service	National/Local Pressures	BID-PL-23-16	75,766	-75,766	0
Inspiring Places	Land, Property and Assets	DPE with no parking charges Budget Pressure-Council Motion 15/2/2023	National/Local Pressures	Not Applicable	466,300	0	0
Inspiring Places	Sub Total	Not Applicable	National/Local Pressures	Not Applicable	581,933	-75,766	0
Inspiring Places	Service Delivery Models	Local Energy Strategy	New National Expenditure Requirement	Not Applicable	75,000	0	0
Inspiring Places	Sub Total	Not Applicable	New National Expenditure Requirements	Not Applicable	75,000	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	847,836	-75,766	0
Aspiring Communities	Land, Property and Assets	PPP/DBFM annual indexation	Contractual/Unavoidable	BID-COM-21-01	1,678,556	804,444	404,993
Aspiring Communities	Transport & Travel	SPT Annual Price Revision	Contractual/Unavoidable	BID-PL-23-05	173,934	73,227	75,423
Aspiring Communities	Sub Total	Not Applicable	Contractual/Unavoidable	Not Applicable	1,852,490	877,671	480,416
Aspiring Communities	Children, Young People and Communities	Islands Officer	National/Local Pressures	BID-PL-23-27	0	5,767	60,196
Aspiring Communities	Children, Young People and Communities	Additional school running costs as a result of the capital programme	National/Local Pressures	BID-PL-21-01 & 23-01	31,700	553,925	280,646
Aspiring Communities	Transport & Travel	Statutory Provision for Transport	National/Local Pressures	BID-PL-23-09	361,496	0	0
Aspiring Communities	Sub Total	Not Applicable	National/Local Pressures	Not Applicable	393,196	559,692	340,842
Aspiring Communities	Children, Young People and Communities	School Clothing Grants	New National Expenditure Requirements	Not Applicable	36,000	0	0
Aspiring Communities	Children, Young People and Communities	ELC Expansion	New National Expenditure Requirements	Not Applicable	-1,198,000	0	0
Aspiring Communities	Children, Young People and Communities	Free School Meals Expansion	New National Expenditure Requirements	Not Applicable	2,272,000	0	0
Aspiring Communities	Children, Young People and Communities	Removal of Music Tuition Charges	New National Expenditure Requirements	Not Applicable	283,000	0	0
Aspiring Communities	Children, Young People and Communities	Removal of Curriculum Charges	New National Expenditure Requirements	Not Applicable	201,000	0	0
Aspiring Communities	Children, Young People and Communities	Pupil Equity Fund	New National Expenditure Requirements	Not Applicable	-50,000	0	0
Aspiring Communities	Children, Young People and Communities	1 + 2 Languages	New National Expenditure Requirements	Not Applicable	-30,000	0	0
Aspiring Communities	Children, Young People and Communities	21/22 SNCT Pay Award	New National Expenditure Requirements	Not Applicable	870,000	0	0
Aspiring Communities	Sub Total	Not Applicable	New National Expenditure Requirements	Not Applicable	2,384,000	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	4,629,686	1,437,363	821,258
A Council for the Future	Service Delivery Models	GIS and Analytics Team Resource	National/Local Pressures	BID-CEX-22-02	13,812	0	0
A Council for the Future	Sub Total	Not Applicable	National/Local Pressures	Not Applicable	13,812	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	13,812	0	0
Council Wide Pressures	Inflation	Joint Board requisitions	Contractual/Unavoidable	Not Applicable	42,895	95,276	97,975
Council Wide Pressures	Inflation	22/23 Pay Award Addition	Contractual/Unavoidable	Not Applicable	5,831,113	0	0
Council Wide Pressures	Inflation	Reversal of NI 1.25% Employer Increase	Contractual/Unavoidable	Not Applicable	-1,179,001	0	0
Council Wide Pressures	Inflation	Pay Award	Contractual/Unavoidable	Not Applicable	8,061,966	9,476,970	7,617,504
Council Wide Pressures	Inflation	Pension Fund Auto Enrolment	Contractual/Unavoidable	Not Applicable	167,371	313,447	322,850
Council Wide Pressures	Inflation	NDR Revaluation	Contractual/Unavoidable	Not Applicable	226,885	226,885	226,885
Council Wide Pressures	Inflation	Corporate issues (energy, fuel, food, NDR)	Contractual/Unavoidable	Not Applicable	5,011,703	2,781,900	1,302,620
Council Wide Pressures	Sub Total	Not Applicable	Not Applicable	Not Applicable	18,162,932	12,894,478	9,567,834
Council Wide Pressures	Other	Loan charges	Contractual/Unavoidable	Not Applicable	1,587,001	923,000	586,000
Council Wide Pressures	Sub Total	Not Applicable	Not Applicable	Not Applicable	1,587,001	923,000	586,000
Total	Total	Not Applicable	Not Applicable	Not Applicable	19,749,933	13,817,478	10,153,834
Total Revenue Expenditure Requirements	Total	Not Applicable	Not Applicable	Not Applicable	25,241,267	15,179,075	10,975,092

Council Objective	Council Theme	Reference	Savings Proposal	Community Impact	Delivery Risk	2022/23 Current Budget £	2023/24 Proposed Saving £	2023/24 Workforce Implications £	2024/25 Consequential Savings £	2024/25 New Saving £	2025/26 Consequential Savings £	2025/26 New Saving £
Inspiring Places	Children, Young People and Communities	SP-PL-23-02	Cessation of Food For Life accreditation	High Negative	Amber	2,469,669	-53,923	0	0	0	0	0
Inspiring Places	Charging for Services, Alternative Funding	SP-PL-23-08	Rent increases for Temporary furnished flats	Low Negative	Amber	4,305,840	-160,000	0	0	0	0	0
Inspiring Places	Land, Property and Assets	SP-PL-23-20	Office rationalisation	None	Amber	0	0	0	0	0	0	-200,000
Total	Total	Not Applicable	Not Applicable	Not Applicable	Not Applicable	6,775,509	-213,923	0	0	0	0	-200,000
Aspiring Communities	Service Delivery	SP-COM-23-23	Service Re design - Locality Hubs	High Negative	Amber	148,524	-40,000	0	0	0	0	0
Aspiring Communities	Children, Young People and Communities	SP-COM-23-02	Review Early Learning and Childcare Staffing Entitlements	High Negative	Amber	13,594,246	-129,846	-5	-81,154	0	0	0
Aspiring Communities	Children, Young People and Communities	SP-COM-23-03	Service Redesign of Early Learning and Childcare HQ Support Team	Low Negative	Green	1,259,007	-462,475	-10	0	0	0	0
Aspiring Communities	Children, Young People and Communities	SP-COM-23-04	Closure of Kilwinning Early Years Centre	Low Negative	Green	522,434	-38,769	-1	-24,231	0	0	0
Aspiring Communities	Children, Young People and Communities	SP-COM-23-07	Replace Cost of the School Day Budget with a new Early Intervention Fund to support the Child Poverty and Cost of Living Board	None	Green	500,000	-500,000	0	0	0	0	0
Total	Total	Not Applicable	Not Applicable	Not Applicable	Not Applicable	16,024,211	-1,171,090	-17	-105,385	0	0	0
A Council for the Future	Other	Not Applicable	Fees & Charges Inflation	Low Negative	Green	-6,745,426	-193,752	0	-240,325		-252,342	
A Council for the Future	Total	Not Applicable	Not Applicable	Not Applicable	Not Applicable	-6,745,426	-193,752	0	-240,325	0	-252,342	0
Total Savings To Be Approved	Total	Not Applicable	Not Applicable	Not Applicable	Not Applicable	16,054,294	-1,578,765	-17	-345,710	0	-252,342	-200,000

Directorate	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
Chief Executives	16,861	68	3,035	25	1,330	1,948	853	0	0	-4,219	19,901
Communities	135,442	1,355	25,100	137	268	12,665	580	0	78	-5,346	170,279
Place	44,628	21,388	9,396	7,383	771	16,327	0	182	0	-46,663	53,413
Other Corporate Items	1,895	355	19,061	302	2,202	4,778	34,074	516	17,321	-36,624	43,880
Total Expenditure	198,827	23,166	56,592	7,847	4,571	35,718	35,507	698	17,399	-92,852	287,473
Health & Social Care Partnership											118,591
Revised Total Expenditure	198,827	23,166	56,592	7,847	4,571	35,718	35,507	698	17,399	-92,852	406,064

Funded by:	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
AEF	0	0	0	0	0	0	2,803	0	0	-339,788	-336,985
Council Tax	0	0	0	0	0	0	12,930	0	0	-78,599	-65,669
Contribution from Reserves	0	0	0	0	0	0	0	0	0	-3,410	-3,410
Total Funding	0	0	0	0	0	0	15,733	0	0	-421,797	-406,064

Finance & Corporate Support	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
Chief Executive's Office	190	0	1	1	3	0	0	0	0	0	195
Change Programme	8	0	0	0	0	0	0	0	0	0	8
Audit,Fraud,Safety & Insurance	851	61	31	5	22	7	0	0	0	-297	681
Corporate Procurement	1,004	0	11	2	6	108	0	0	0	-158	974
Financial Services	1,427	0	165	1	29	2	0	0	0	-173	1,450
Revenues	558	0	55	1	169	0	0	0	0	-1,289	-506
Employee Services	863	0	59	0	1	4	0	0	0	-31	895
HR & OD	673	0	21	0	26	422	0	0	0	-65	1,076
ICT	3,286	0	2,223	5	9	0	0	0	0	-239	5,284
Business Support	1,385	0	6	0	2	0	0	0	0	-135	1,258
Customer Services	2,624	0	247	2	48	1,153	853	0	0	-948	3,977
Transformation Services	691	0	9	1	1	38	0	0	0	0	740
Legal & Licensing	1,156	0	32	5	38	0	0	0	0	-735	496
Policy,Performance & Elections	447	0	20	1	12	7	0	0	0	0	488
Communications	463	0	8	1	4	0	0	0	0	-7	469
Civil Contingencies	0	0	0	0	0	60	0	0	0	0	60
Committee Services	536	6	114	0	7	59	0	0	0	-112	611
Member Services	275	0	31	0	948	88	0	0	0	-8	1,333
Information Governance	425	0	2	0	3	0	0	0	0	-21	410
<b>Total</b>	<b>16,861</b>	<b>68</b>	<b>3,035</b>	<b>25</b>	<b>1,330</b>	<b>1,948</b>	<b>853</b>	<b>0</b>	<b>0</b>	<b>-4,219</b>	<b>19,901</b>

Communities	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
Early Years Education	13,975	9	353	4	36	4,536	0	0	0	0	18,913
Primary Education	37,995	0	2,307	9	0	77	0	0	0	-55	40,333
Secondary Education	40,251	0	14,694	8	0	97	0	0	0	-63	54,987
Additional Support Needs	14,762	0	53	50	30	1,958	0	0	0	-267	16,586
Education - Other	3,764	156	342	10	86	1,239	580	0	78	-1,189	5,066
Attainment Challenge	0	0	0	0	0	0	0	0	0	0	0
Pupil Equity Fund	4,162	0	0	0	0	0	0	0	0	0	4,162
Facilities Management	13,626	952	6,531	22	23	10	0	0	0	-3,123	18,041
Connected Communities	6,908	238	819	34	93	4,746	0	0	0	-648	12,191
Total	135,442	1,355	25,100	137	268	12,665	580	0	78	-5,346	170,279



Place	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
Directorate & Support	200	0	2	0	7	0	0	0	0	-23	187
Building Services	9,164	113	5,623	547	11	2,152	0	0	0	-20,153	-2,542
Property Governance	688	5	41	3	103	61	0	0	0	-908	-7
Planning Services	775	0	101	4	21	30	0	0	0	-609	322
Protective Services	2,012	0	59	20	15	148	0	0	0	-872	1,383
Other Housing	4,504	2,543	122	51	56	1,943	0	104	0	-6,414	2,908
Roads	4,569	28	2,211	31	79	1,098	0	0	0	-1,275	6,741
Streetscene	7,204	200	351	129	21	148	0	0	0	-2,936	5,117
Waste Resources	5,379	20	386	160	66	6,341	0	78	0	-2,725	9,705
Economic Development	3,189	36	34	21	34	1,558	0	0	0	-514	4,360
Growth & Investment	109	0	5	1	4	103	0	0	0	0	223
Property Management & Investment	4,474	13,205	332	52	338	81	0	0	0	-8,698	9,784
Energy & Sustainability	412	5,211	4	1	4	217	0	0	0	-682	5,167
Internal Transport	1,947	28	124	6,363	11	2,448	0	0	0	-856	10,065
Total	44,628	21,388	9,396	7,383	771	16,327	0	182	0	-46,663	53,413

Other Corporate Services	Employee Costs £000	Property Costs £000	Supplies & Services £000	Transport & Plant Costs £000	Admin Costs £000	Other Agencies, Bodies & Persons £000	Transfer Payments £000	Other Expenditure £000	Capital Financing Costs £000	Income £000	TOTAL £000
Joint Boards	0	0	0	0	0	3,509	0	0	0	0	3,509
Pension Costs	1,895	0	0	0	0	0	0	0	0	0	1,895
Loan Charges & Capital Charges	0	0	0	0	0	0	0	0	17,321	-80	17,241
Central Telephones	0	0	0	0	350	0	0	0	0	0	350
Other Corporate Items	0	0	19,061	0	1,588	0	0	316	0	0	20,964
Insurance	0	355	0	302	265	1,269	0	0	0	-2,191	0
Housing Benefit	0	0	0	0	0	0	34,074	200	0	-34,353	-78
Total	1,895	355	19,061	302	2,202	4,778	34,074	516	17,321	-36,624	43,880