

Agenda Item	7
Report No	HP/14/23

The Highland Council

Committee: Housing & Property Committee

Date: 10 August 2023

Report Title: Property & Facilities Management Services Revenue Budget: Final Outturn for 2022/23 and Monitoring Statement to June 2023

Report By: Executive Chief Officer Housing and Property

1. Purpose/Executive Summary

- 1.1 This report covers the Property, Catering, Cleaning and Facilities Management Budgets, and provides Members with an out-turn monitoring statement for the 2022/23 financial year, as well as the first reported position for the new 2023/24 financial year Q1 period to the end of June 2023.
- 1.2 The report also provides information on the current status of allocated corporate budget savings for the year.

2. Recommendations

- 2.1 Members are asked to:
 - I. **NOTE** the final position for the 2022/23 financial year.
 - II. **NOTE** the position for the first quarter of the 2023/24 financial year, and the estimated year-end position.
 - III. **NOTE** the progress update provided in relation to budget savings delivery.

3. Implications

- 3.1 **Resource** - In addition to an analysis of the previous year's expenditure, this report and appendices provide a forecast of the current year's financial position, including progress with the delivery of Service savings. As noted in the sections below, there remains uncertainty and challenge in financial forecasting due to the ongoing inflationary impact on service budgets.

Spend on construction related matters, in particular material costs and utilities, continues to be impacted. This is in addition to the general increases in inflation, fuel cost pressures and wage increase pressures, which also impact. Whilst the general level of inflation in the economy is well reported as currently 10% or

thereabouts, construction industry inflation varies, material dependent, at up to 30%, with timber costs alone as one example of a significant material impact on revenue property maintenance budget spends.

- 3.2 **Legal** - The Service budget supports delivery of a range of statutory services. Income generation is permitted and is an integral part of the Service budget.
- 3.3 **Community (Equality, Poverty, Rural and Island)** - The Service continues to respond to the needs of our communities, and redesign of staffing structures along with realignment of budgets as a result will consider these impacts.
- 3.4 **Climate Change/Carbon Clever** - The blended return to offices will continue to reduce the number of staff vehicle journeys to and from work which will result in fewer emissions being discharged into the environment. However, HSE guidance advises that fresh air ventilation to our facilities is key to reducing the future transmission of Covid variants. Increased heating and ventilation, during the heating season is resulting in increased spend on utilities, (a direct result of heating systems working harder to maintain adequate temperature/comfort levels within our buildings).
- 3.5 **Risk** – There are no new risks arising as a direct consequence of this report.
- 3.6 **Health and Safety** – Much of the Service activity and spend is related to Health and Safety requirements as regards the safe operation of Council assets.
- 3.7 **Gaelic** - None to highlight at present.

4. Revenue Budget Outturn 2022/23

- 4.1 **Appendix 1** sets out the financial analysis of the 2022/23 final outturn across the Service budget headings, with an overall overspend of £3.246M (4.6% of the budget). This compares to an estimated overspend of £2.610M at the end of Q3 (to the end of December 2022) which was reported to the meeting of this Committee in January, an overall increase of £0.636M.
- 4.2 **Appendix 2** provides more information on the net budget by showing the different service areas in more detail along with the gross income and gross expenditure positions. The main reasons for the increased over-spend are set out in Paragraphs 4.3 and 4.4.
- 4.3 The Project Delivery budget headings show an overspend of £1.904M compared to the estimated overspend of £1.515M that was reported at the end of Q3, an increase of £0.389M. This is largely due to a further under-recovery of income totalling £0.420M due to the ongoing impact of vacancies within the collective technical design, project management, property maintenance, estate management and property support teams. This budget is reliant on achieving fee income targets derived from the delivery of General Fund and HRA capital and revenue programmes of work.
- 4.4 The other variances between the final year-end position and that reported at the end of Q3 are as follows:
 - Catering, Cleaning and Facilities Management: An increase of £0.318M; this has been caused by additional staff costs arising from the final pay

award and further increases in food inflation over the final 3 months of the financial year.

- **PPP & Wick SFT:** A reduction in net expenditure of £0.334M; this is due to some elements of the various budgets not being fully expended during the year, along with income and expenditure transactions in Q4 in relation to the arrangement that is in place for processing utility costs on the PPP2 contract, which ultimately is at no cost to the Council. The final year-end position will not adversely impact on the management of the budget in 2023/24.
- **Revenue Maintenance:** Additional expenditure of £0.476M; this is due to under-recovery against the fee income targets allocated to the property maintenance team for similar reasons to those set out in Paragraph 4.3, and the additional cost of essential maintenance works caused by the construction cost pressures referred to in Paragraph 3.1.
- **Properties:** A decrease of £0.213M over all these headings; additional expenditure of £0.229M on utility costs in the HLH Properties budget was offset by several reductions elsewhere, including a £0.320M reduction in Non-Domestic Rates expenditure due to one-off savings from eligible relief discounts.

5. Revenue Budget Monitoring – Q1 2023/24

- 5.1 **Appendix 3** sets out the monitoring position for Q1 to end June 2023. As can be seen from the Appendix, against a net budget for the year of £70.910M, the forecast is currently an overspend of £0.624M (0.9% of the net budget).
- 5.2 **Appendix 4** provides more information on the net budget by showing the different service areas in more detail along with the gross income and gross expenditure positions. The main issues and variances are explained below.
- 5.3 **Project Delivery:** Within this budget heading, the collective technical design, project management, property maintenance, estates and property support teams are reliant on achieving fee income targets derived from the delivery of General Fund and HRA capital and revenue programmes of work. The number of fee-earning staff vacancies continue to have a negative impact on the Service achieving its annual income targets. The current estimated position is an overspend of £0.251M. Work is underway to address the impact of the staff vacancies.
- 5.4 **CCFM:** Catering, Cleaning and Facilities Management (CCFM) services are currently forecasting a balanced budget at year-end. The combined CCFM team provide a significant level of service to Education, HLH and office accommodation across Highland. Income targets are particularly reliant on food sales in schools and cleaning income from various Council services. It is anticipated that increasing food costs will continue to affect year end income recovery however the catering team are reviewing options to mitigate the impact through the year and taking active steps to manage expenditure in order to deliver a balanced budget by the year end
- 5.5 **PPP and Wick SFT:** This budget covers the management of the contracts and annual payments for the Council's PPP school properties and the Wick Community Campus, totalling £36.020M, with the Wick Campus annual payments supported by an SFT grant funding totalling £4.202M. This budget is forecast to be balanced at year-end.

- 5.6 **Revenue Maintenance:** This budget covers the delivery of statutory, reactive, and planned maintenance including engineering servicing works to the General Fund built estate, in particular schools, nurseries, offices, and High Life Highland properties. This budget is forecast to be balanced at year-end.
- 5.7 Where possible, we seek to mitigate the impact on cost on revenue budgets by capitalising spend on revenue repairs where appropriate and/or through drawdown of approved earmarked reserves where these exist, such as the approved ringfenced Health and Safety budget. Further cost control measures include reprioritising and/or deferring of a range of repairs where that is considered reasonable and appropriate and consistent with our legal responsibilities to building users and occupiers. The opportunity cost of this approach however can mean that there will need to be an element of expectation management in terms of the nature and extent of what works may be carried out and in what timescale, and in some cases, whether some categories of works will be carried out at all.
- 5.8 **Properties:** The remaining budget headings are showing an estimated overspend of £0.373M, mainly due to the ongoing pressures in utility consumption and costs. This position may vary depending on the allocation of centrally held funding to cover cost pressures related to utilities.

6. Corporate Budget Savings Delivery

- 6.1 Also enclosed with this report is an updated assessment of progress with delivery of Service and Corporate budget savings at Appendix 5. This shows that at Q1 87% of the Service savings, amounting to £2.990m, are ragged Green. Saving 14 is ragged amber due to the time needed to secure a commercial lease leading to a delay in delivering a full year's saving; but this will be fully achieved from next year. The amber ragging in savings 1, 2 and 6 reflect areas where savings have not yet been allocated to specific budget lines however, this exercise should have been completed when the Q2 monitoring is reported to Committee.

Designation: Executive Chief Officer, Housing and Property

Authors: Finlay MacDonald, Head of Property and Facilities Management
Robert Campbell, Service Lead – Capital Planning and Estate Strategy

Appendices:

Appendix 1: Monitoring of Revenue Expenditure to 31 March 2023 – Summary

Appendix 2: Monitoring of Revenue Expenditure to 31 March 2023 – Detailed

Appendix 3: Monitoring of Revenue Expenditure to 30 June 2023 – Summary

Appendix 4: Monitoring of Revenue Expenditure to 30 June 2023 – Detailed

Appendix 5: Corporate Savings - RAG Assessment Q1 2023/24

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2022/23 - NEAR FINAL MONITORING

APPENDIX 1

Appendix 1 - Summary	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Project Delivery	(4,648)	(2,744)	(2,744)	1,904
CCFM	22,059	22,358	22,358	299
PPP & Wick SFT	29,787	29,375	29,375	(412)
Revenue Maintenance	8,321	8,797	8,797	476
Properties	14,552	15,531	15,531	979
TOTAL	70,071	73,317	73,317	3,246
BY SUBJECTIVE				
Staff Costs	29,719	30,690	30,690	971
Other Expenditure	61,743	65,498	65,498	3,755
Gross Expenditure	91,462	96,188	96,188	4,726
Grant Income	(5,727)	(5,613)	(5,613)	114
Other Income	(15,664)	(17,258)	(17,258)	(1,594)
Total Income	(21,391)	(22,871)	(22,871)	(1,480)
NET TOTAL	70,071	73,317	73,317	3,246

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2022/23 - NEAR FINAL MONITORING

APPENDIX 2

Appendix 2 - Detailed	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Staffing	Other	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY														
Project Delivery														
Technical Design & Projects	4,778	5,318	5,318	540	373	167	(9,246)	(7,355)	(7,355)	1,891	(4,468)	(2,036)	(2,036)	2,432
Project Management	1,038	986	986	(51)	(57)	6	(1,477)	(1,820)	(1,820)	(343)	(439)	(834)	(834)	(395)
Property Support	276	130	130	(146)	0	(146)	(17)	(16)	(16)	1	259	113	113	(146)
COVID 19	0	12	12	12	0	12	0	0	0	0	0	12	12	12
CCFM														
CCFM Business Support	484	372	372	(112)	(126)	14	(36)	0	0	36	448	372	372	(76)
Catering	15,577	15,801	15,801	224	(41)	265	(4,046)	(3,850)	(3,850)	196	11,531	11,952	11,952	421
Cleaning & Facilities Management	10,939	11,640	11,640	702	434	268	(859)	(1,606)	(1,606)	(747)	10,080	10,035	10,035	(45)
PPP & Wick SFT														
PPP & Wick SFT	33,989	34,187	34,187	198	17	181	(4,202)	(4,813)	(4,813)	(611)	29,787	29,375	29,375	(412)
				0										
Revenue Maintenance				0										
Revenue Maintenance	9295.556	11733	11,733	2,437	368	2,069	(974)	(2,936)	(2,936)	(1,962)	8,321	8,797	8,797	476
				0										
Properties				0										
Property Asset Management	1,350	1,461	1,461	111	19	92	(281)	(236)	(236)	44	1,069	1,225	1,225	156
Depots	775	968	968	193	(19)	212	(73)	(71)	(71)	2	702	897	897	195
HLH Properties	1,882	2,833	2,833	951	3	948	(123)	(38)	(38)	85	1,760	2,795	2,795	1,035
Other Offices & Properties	522	508	508	(14)	1	(15)	(58)	(132)	(132)	(74)	464	377	377	(87)
Non Domestic Rates	10,557	10,237	10,237	(320)	0	(320)	0	0	0	0	10,557	10,237	10,237	(320)
TOTAL	91,462	96,188	96,188	4,726	972	3,753	(21,390)	(22,872)	(22,872)	(1,481)	70,071	73,317	73,317	3,246

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2023/24 - JUNE MONITORING

APPENDIX 3

APPENDIX 3 - SUMMARY	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Project Delivery	(4,551)	(301)	(4,300)	251
CCFM	21,579	4,614	21,579	0
PPP & Wick SFT	31,818	6,348	31,818	0
Revenue Maintenance	6,367	1,496	6,367	0
Properties	15,697	970	16,070	373
TOTAL	70,910	13,127	71,534	624
BY SUBJECTIVE				
Staff Costs	28,632	6,446	28,242	(390)
Other Expenditure	63,769	9,315	64,471	702
Gross Expenditure	92,401	15,761	92,713	312
Grant Income	(5,727)	(395)	(5,663)	64
Other Income	(15,764)	(2,239)	(15,516)	248
Total Income	(21,491)	(2,634)	(21,179)	312
NET TOTAL	70,910	13,127	71,534	624

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2023/24 - JUNE MONITORING

APPENDIX 4

APPENDIX 4 - DETAILED	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Staffing	Other	Annual Budget	Actual YTD	Year End Estimate	Year End Variance	Annual Budget	Actual YTD	Year End Estimate	Year End Variance
BY ACTIVITY														
Project Delivery														
Technical Design & Projects	4,863	1,279	4,988	125	(75)	201	(9,246)	(1,395)	(8,669)	577	(4,384)	(116)	(3,681)	703
Project Management	1,118	258	1,034	(84)	(84)	0	(1,547)	(583)	(1,820)	(273)	(429)	(325)	(786)	(357)
Property Support	277	142	182	(96)	(36)	(60)	(17)	(2)	(16)	1	260	139	166	(95)
COVID 19	0	1	1	1	0	1	0	0	0	0	0	1	1	1
CCFM														
CCFM Business Support	484	105	484	0	0	0	(36)	0	(36)	0	448	105	448	0
Catering	16,141	3,139	16,141	0	0	0	(4,046)	(833)	(4,046)	0	12,095	2,306	12,095	0
Cleaning & Facilities Management	9,894	2,236	9,894	0	0	0	(859)	(33)	(859)	0	9,036	2,203	9,036	0
PPP & Wick SFT														
PPP & Wick SFT	36,020	5,824	36,020	0	0	0	(4,202)	525	(4,202)	0	31,818	6,348	31,819	0
Revenue Maintenance														
Revenue Maintenance	7,341	1,698	7,302	(39)	(108)	69	(974)	(202)	(935)	40	6,367	1,496	6,367	0
Properties														
Property Asset Management	1,346	182	1,342	(3)	(89)	86	(281)	(78)	(304)	(23)	1,065	104	1,038	(27)
Depots	813	175	870	57	2	54	(73)	(0)	(81)	(8)	740	175	789	49
HLH Properties	1,895	627	2,208	314	0	313	(163)	(22)	(165)	(2)	1,732	605	2,044	312
Other Offices & Properties	381	97	419	38	0	38	(48)	(11)	(48)	0	333	86	372	38
Non Domestic Rates	11,827	0	11,827	0	0	0	0	0	0	0	11,827	0	11,827	0
TOTAL	92,400	15,762	92,713	313	(390)	703	(21,491)	(2,635)	(21,179)	312	70,910	13,127	71,534	625

Corporate Savings - Housing & Property Service - RAG Assessment Q1 2023/24					APPENDIX 5			
Budget Saving Category	Saving Ref	Service	Saving Type	Saving Description	Agreed Savings £m	Savings Confirmed to Date (Green)	Savings still to be confirmed (Amber)	Status: RAG
Reducing Waste/ Avoidable Spend	1.3c	H&P	Staffing	Reduce Overtime/Agency Appointments	0.050		0.050	A
Reducing Waste/ Avoidable Spend	1.3d	H&P	Staffing	Reduce Casual and Temp Contracts	0.150		0.150	A
Reducing Waste/ Avoidable Spend	1.5	H&P	Non-Staffing	Reduce council tax payments on School houses	0.040	0.040		G
Reducing Waste/ Avoidable Spend	1.6	H&P	Non-Staffing	Catering Services (Reduction of operational costs)	0.100	0.100		G
Budget Not Required for Original Purpose	2.1e	H&P	Staffing	Reduce 2 FTE equivalent posts in service	0.100	0.100		G
Budget Not Required for Original Purpose	2.1f	H&P	Non-Staffing	General review of all budget lines	0.200		0.200	A
Budget Not Required for Original Purpose	2.7	H&P	Non-Staffing	Further delivery of Asset Rationalisation	0.410		0.410	A
Service Redesign and Efficiency	3.20	H&P	Staffing	Redesign of FM Service	0.250	0.250		G
Service Redesign and Efficiency	3.24a	H&P	Non-Staffing	Changes to the Council's approach to homelessness - Housing Support budget	0.070	0.070		G
Service Redesign and Efficiency	3.24b	H&P	Non-Staffing	Changes to the Council's approach to homelessness - Homelessness budget	0.070	0.070		G
Removal or Reduction in Service	6.6	H&P	Staffing	Redesign of Cleaning Services	0.450	0.450		G
Removal or Reduction in Service	6.9a	H&P	Non-Staffing	Review and reduce Property Maintenance budget - recurring savings	0.500	0.500		G
Removal or Reduction in Service	6.9b	H&P	Non-Staffing	Review and reduce Property Maintenance budget - 2023/24 one-off savings	1.000	1.000		G
Increasing Income - Commercial	7.18	H&P	Non-Staffing	Regularise lease/rental charges	0.040		0.040	A
				Total	3.430	2.580	0.850	
				Savings as a % of Total		75%	25%	

HOUSING & PROPERTY SERVICE BUDGET 2022/23 - NEAR FINAL MONITORING

Appendix 1 - Summary	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Project Delivery	(4,648)	(2,744)	(2,744)	1,904
CCFM	22,059	22,358	22,358	299
PPP & Wick SFT	29,787	29,375	29,375	(412)
Revenue Maintenance	8,321	8,797	8,797	476
Properties	14,552	15,531	15,531	979
TOTAL	70,071	73,317	73,317	3,246
BY SUBJECTIVE				
Staff Costs	29,719	30,690	30,690	971
Other Expenditure	61,743	65,498	65,498	3,755
Gross Expenditure	91,462	96,188	96,188	4,726
Grant Income	(5,727)	(5,613)	(5,613)	114
Other Income	(15,664)	(17,258)	(17,258)	(1,594)
Total Income	(21,391)	(22,871)	(22,871)	(1,480)
NET TOTAL	70,071	73,317	73,317	3,246

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2022/23 - NEAR FINAL MONITORING

	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staffing	£'000 Other	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
Appendix 2 - Detailed														
BY ACTIVITY														
Project Delivery														
Technical Design & Projects	4,778	5,318	5,318	540	373	167	(9,246)	(7,355)	(7,355)	1,891	(4,468)	(2,036)	(2,036)	2,432
Project Management	1,038	986	986	(51)	(57)	6	(1,477)	(1,820)	(1,820)	(343)	(439)	(834)	(834)	(395)
Property Support	276	130	130	(146)	0	(146)	(17)	(16)	(16)	1	259	113	113	(146)
COVID 19	0	12	12	12	0	12	0	0	0	0	0	12	12	12
CCFM														
CCFM Business Support	484	372	372	(112)	(126)	14	(36)	0	0	36	448	372	372	(76)
Catering	15,577	15,801	15,801	224	(41)	265	(4,046)	(3,850)	(3,850)	196	11,531	11,952	11,952	421
Cleaning & Facilities Management	10,939	11,640	11,640	702	434	268	(859)	(1,606)	(1,606)	(747)	10,080	10,035	10,035	(45)
PPP & Wick SFT														
PPP & Wick SFT	33,989	34,187	34,187	198	17	181	(4,202)	(4,813)	(4,813)	(611)	29,787	29,375	29,375	(412)
				0										
				0										
Revenue Maintenance														
Revenue Maintenance	9295.556	11733	11,733	2,437	368	2,069	(974)	(2,936)	(2,936)	(1,962)	8,321	8,797	8,797	476
				0										
				0										
Properties														
Property Asset Management	1,350	1,461	1,461	111	19	92	(281)	(236)	(236)	44	1,069	1,225	1,225	156
Depots	775	968	968	193	(19)	212	(73)	(71)	(71)	2	702	897	897	195
HLH Properties	1,882	2,833	2,833	951	3	948	(123)	(38)	(38)	85	1,760	2,795	2,795	1,035
Other Offices & Properties	522	508	508	(14)	1	(15)	(58)	(132)	(132)	(74)	464	377	377	(87)
Non Domestic Rates	10,557	10,237	10,237	(320)	0	(320)	0	0	0	0	10,557	10,237	10,237	(320)
TOTAL	91,462	96,188	96,188	4,726	972	3,753	(21,390)	(22,872)	(22,872)	(1,481)	70,071	73,317	73,317	3,246

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2023/24 - JUNE MONITORING

APPENDIX 3 - SUMMARY	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY				
Project Delivery	(4,551)	(301)	(4,300)	251
CCFM	21,579	4,614	21,579	0
PPP & Wick SFT	31,818	6,348	31,818	0
Revenue Maintenance	6,367	1,496	6,367	0
Properties	15,697	970	16,070	373
TOTAL	70,910	13,127	71,534	624
BY SUBJECTIVE				
Staff Costs	28,632	6,446	28,242	(390)
Other Expenditure	63,769	9,315	64,471	702
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Grant Income	(5,727)	(395)	(5,663)	64
Other Income	(15,764)	(2,239)	(15,516)	248
Total Income	(21,491)	(2,634)	(21,179)	312
NET TOTAL	70,910	13,127	71,534	624

PROPERTY & FACILITIES MANAGEMENT SERVICE BUDGET 2023/24 - JUNE MONITORING

APPENDIX 4 - DETAILED

	GROSS EXPENDITURE				EXPENDITURE VARIANCE		GROSS INCOME				NET TOTAL			
	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Staffing	£'000 Other	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance	£'000 Annual Budget	£'000 Actual YTD	£'000 Year End Estimate	£'000 Year End Variance
BY ACTIVITY														
Project Delivery														
Technical Design & Projects	4,863	1,279	4,988	125	(75)	201	(9,246)	(1,395)	(8,669)	577	(4,384)	(116)	(3,681)	703
Project Management	1,118	258	1,034	(84)	(84)	0	(1,547)	(583)	(1,820)	(273)	(429)	(325)	(786)	(357)
Property Support	277	142	182	(96)	(36)	(60)	(17)	(2)	(16)	1	260	139	166	(95)
COVID 19	0	1	1	1	0	1	0	0	0	0	0	1	1	1
CCFM														
CCFM Business Support	484	105	484	0	0	0	(36)	0	(36)	0	448	105	448	0
Catering	16,141	3,139	16,141	0	0	0	(4,046)	(833)	(4,046)	0	12,095	2,306	12,095	0
Cleaning & Facilities Management	9,894	2,236	9,894	0	0	0	(859)	(33)	(859)	0	9,036	2,203	9,036	0
PPP & Wick SFT														
PPP & Wick SFT	36,020	5,824	36,020	0	0	0	(4,202)	525	(4,202)	0	31,818	6,348	31,819	0
Revenue Maintenance														
Revenue Maintenance	7,341	1,698	7,302	(39)	(108)	69	(974)	(202)	(935)	40	6,367	1,496	6,367	0
Properties														
Property Asset Management	1,346	182	1,342	(3)	(89)	86	(281)	(78)	(304)	(23)	1,065	104	1,038	(27)
Depots	813	175	870	57	2	54	(73)	(0)	(81)	(8)	740	175	789	49
HLH Properties	1,895	627	2,208	314	0	313	(163)	(22)	(165)	(2)	1,732	605	2,044	312
Other Offices & Properties	381	97	419	38	0	38	(48)	(11)	(48)	0	333	86	372	38
Non Domestic Rates	11,827	0	11,827	0	0	0	0	0	0	0	11,827	0	11,827	0
TOTAL	92,400	15,762	92,713	313	(390)	703	(21,491)	(2,635)	(21,179)	312	70,910	13,127	71,534	625