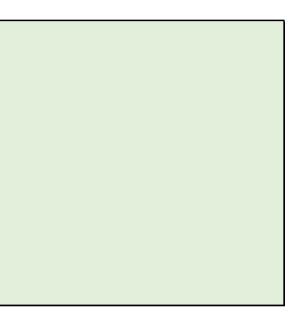
ELC Expansion Plan - Finance Template Introduction

Local authority name	Moray Council
ELC Expansion Plan - Lead contact	Joanna Shirriffs
Name	
Contact email / phone number	joanna.shirriffs@moray.gov.uk
Finance Template - Lead contact	
Name	Joanna Shirriffs
Contact email / phone number	joanna.shirriffs@moray.gov.uk
<u>Comments</u>	



Uptake Population	2016/17	2021/22	Movement			
2'		97	66	213%		
		1,835	-146	-7%		
5'	•	76	-11	-13%		
	2,098	2,008	-91	-4%	-	
		,			-	
Type of Provision	LA	РР	СМ			
2016/17						
2'	s 0.00%	98.00%	2.00%			
3&4'	s 35.00%	65.00%	0.00%			
5'	s 40.00%	60.00%	0.00%			
2021/22						
2'	s 40.00%	50.00%	10.00%			
3&4'	s 37.00%	62.00%	3.00%			
5'	s 44.00%	56.00%	0.00%			
Movement						
2'	s 40.00%	-48.00%	8.00%			
3&4'	s 2.00%	-3.00%	3.00%			
5'	s 4.00%	-4.00%	0.00%			
Cost of 1 Hour of ELC in LA Setting	s 2016-17	2021-22	Movement			
	£ 5.33	£ 8.90	67%			
Partner Rates	2016/17	2021/22	Movement	LW	СМ	Please complete
2'	s £5.46	£6.00	£0.54	Included	Same	drop-down mer
3&4'	s £3.42	£5.31	£1.89			
5'	s £3.42	£5.31	£1.89			
Estimated Revenue Now	2 016/17	£4.6	m	Lunches	Interim Years	
Ir	a 2021/22	£14.7	m	Included	Included	
	Increase	£10.1	m			
Latimated Capital						
Estimated Capital	Total	£8,602,718.4	m	2017/18	Breakdown	
Estimated Capital	Total	£8,602,718.4		2017/18 Included	Included	
Estimated Capital Ratio-Committed Staff Productivity	Total 2016/17					
	2016/17					
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative	2016/17	2021/22	Movement			
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio	2016/17 9,141 Current	2021/22 5,133 Proposed	Movement	Included Minimum Ho	Included urs Required	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit	2016/17 9,141 y Current 505	2021/22 5,133 Proposed 663	Movement	Included Minimum Ho LA	Included	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio	2016/17 9,141 y Current 505	2021/22 5,133 Proposed	Movement	Included Minimum Ho	Included urs Required	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit	2016/17 9,141 y 505 v 747	2021/22 5,133 Proposed 663	Movement	Included Minimum Ho LA	Included urs Required 759,711	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit Children in LA Pro	2016/17 9,141 y 505 v 747	2021/22 5,133 Proposed 663 803	Movement	Included Minimum Ho LA PP	Included urs Required 759,711 1,238,902	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit Children in LA Pro	2016/17 9,141 y 505 v 747 1 1.5	2021/22 5,133 Proposed 663 803 1.2	Movement -0.438504	Included Minimum Ho LA PP CM	Included urs Required 759,711 1,238,902 66,007 2,064,620	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit Children in LA Pro	2016/17 9,141 9,141 Current 505 505 747 1 1.5	2021/22 5,133 Proposed 663 803 1.2 y open 1140 ho	Movement -0.438504 urs - total he	Included Minimum Ho LA PP CM	Included urs Required 759,711 1,238,902 66,007 2,064,620 755,820	
Ratio-Committed Staff Productivity Hours delivered per FTE Ratio-Committed Staff (Indicative Proposed LA Capacity to Child Ratio Total Physical LA Capacit Children in LA Pro	2016/17 9,141 9,141 Current 505 505 747 1 1.5	2021/22 5,133 Proposed 663 803 1.2	Movement -0.438504 urs - total he	Included Minimum Ho LA PP CM	Included urs Required 759,711 1,238,902 66,007 2,064,620 755,820	

ELC 1140 hours expansion planning – Finance Templates V2 supporting questionnaire

The finance template is, by necessity, relatively simple and will inevitably only partially capture the complexity of the expansion planning process and the information which local authorities wish to provide. This short questionnaire focuses on some of the key assumptions which will contribute to the cost of the expansion and allows you to explain the quantitative results which you have provided in the spreadsheet template. Please answer as fully as possible. You can also add any other supporting information which you think might be helpful.

If you prefer, you can enter this information in a word document and attach to your submission.

Flexibility	
	How is the requirement to provide a flexible ELC offer captured in your finance template? For example, how does it affect your anticipated workforce and capital requirements and how does it affect your costs?
	Within each locality there will be LA settings offering year round extended hours provision, and LA settings offering term-time only school hours provision, but with the opportunity to use hours more flexibly. Partner providers will offer a similar mix of provision. This is reflected in our workforce calculations (staffing models will differ for year round settings) and in our capital requirements. The focus of our capital plan has been on ensuring there is sufficient accommodation of an appropriate quality standard to accomodate children for longer hours. The majority of our capital spend is on 7 year round extended hours settings within 6 of our localities (the remaining two localities have a number of partner providers that can meet this need). The remainder of the spend is required to improve infrastructure within smaller settings to enable them to offer a quality experience for longer hours (e.g. ensuring there is space to eat, appropriate access to the outdoors etc.), and to ensure an equitable experience across Moray.

Workforce	
	 How have you calculated your anticipated requirement for ratio-committed staff? Can you detail what assumptions you make about the time available to ratio-committed staff to actually spend delivering ELC to children. In particular how much time (days or %) would you expect staff on average to spend on: holidays sickness training other non-contact time contact time (%) (in the national funding model we assume around 80%)
	Our staffing requirement makes provision for staff holidays (27-32 days + 7 days public holidays) for settings open year round (staff working in term-time only settings will be required to take their holidays during school holidays), relief staff to cover holidays (39 days per FTE working year round) and sickness, and non-contact time of 5 hours per week for senior practitioners and practitioners (0.86% contact time) and 2 hours non- contact time for support staff (0.91% contact time) to cover training, planning and family nurture tasks. Currently our staff do not have non-contact time within our LA nurseries. This was removed when the hours were extended from 475 to 600 hours. Our staffing calculation also takes account of differing ratio requirements for children with ASN and two year olds.

3	On average, due to staggered starts after the child's birthday, three year olds will receive around 75% of the full entitlement. How is this accounted for in your workforce estimates (in the national funding model we assume that this allows for a reduced staff component)?
	We have not reduced the workforce component to take account of staggered starts as the ability to flex staff numbers across the three terms will be limited, particularly within smaller settings.
4	How have you calculated your anticipated requirement for non-ratio committed staff , for example managers and specialists (in the national funding model we work on a ratio of 0.8 FTE per setting)?
	We have a number of smaller settings so are proposing to use a peripatetic manager model for our LA settings. We have allowed for 10 managers to work across 23 Local Authority nurseries. We will also have 2 additional graduates (non-ratio committed). This gives us a ratio across our settings of 0.55 FTE per setting.
5	How have you calculated your anticipated requirement for central staff (ie staff contributing to the provision of the funded entitlement but not involved in direct delivery within settings)?
	Moray Council does not currently have a central Early Years team. The central staffing costs reflect our requirement to build a strong team of professionals at the centre to develop and support a new, quality Early Years Service focussing on positive outcomes for the child and the child's family.

Population and uptake	
6	How have you calculated population estimates?
	We have used the NRS population estimates on tab 4. We have used school roll forecasts for tab 8 (Summary Demand and Supply) to show potential demand in each locality. The school roll forecasts are slightly higher than the NRS population estimates, hence the slight difference in overall numbers.
7	How have you estimated future uptake by 2 year olds (in the national funding model we assume an uptake of 50% nationally. Further info on local authority estimates of eligibility and uptake is provided at annex C of the Guidance Note)?
	We have assumed an uptake of 50% by 2020/21

Lunches and other costs	
8	How have you calculated lunch unit cost (in the national funding model wwe use a figure of £3.00 based on the cost of lunches in P1-P3)?
	Lunch cost is higher than the P1 cost of £3.00 due to the difference in service provision. We have a high proportion of partner providers who do not have their own kitchen facilities. We will therefore be providing a 'meals on wheels' type service for a number of small ELC settings from our school kitchens. We will also be preparing meals for our own local authority settings. The higher unit cost has been calculated to take account of the need to timetable in the preparation of additional meals in advance of school lunch preparation, and the requirement for additional staff to pack up and deliver lunches/other meals across a wide geographical area. Current uptake of P1-P3 meals in Moray is 77% therefore we have used 77% as our uptake figure.
9	How have you estimated running costs? For example, have you assumed an increase that is more or less than proportional to the scale of the expansion? How does it link to you infrastructure plans/
	The running costs for our nurseries are currently integrated within our primary school budgets and cannot be broken down into detailed headings within our current systems. We have assumed a percentage of the running costs for the nursery spaces based on the FTE (staff) working in the nursery compared to the rest of the school, and added in a 25% uplift for settings that we are proposing to open year round. For PPP schools the uplift is higher due to the need to comply with the terms of the Facilities Management contract. For maintenance and lifecycle replacement we have assumed costs of £15 per sq/m for all new, extended or refurbished buildings.
Please use this space below to a	dd further information and clarification which can help us to interpret the financial information that you have provided
ine 24	The funded non-statutory phased hours is based on Phase 1 starting in August 2018, Phase 2 in August 2019 and Phase 3 in August 2020. The phased hours take account of the fact that at each phase a certain number of parents will receive their additional hours part way through the financial year. For three year olds the additional hours have been reduced by 25% to take account of the staggered starts.

ELC Expansion Plan - Finance Template Input sheet Mo

Moray Council																								
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Lunches				100.007	222.400	202 604																		
Uptake		00.00	23,950	108,007	233,489	283,691																		
Unit cost (£)	£0.00	£0.00	£3.24	£3.24	£3.24	£3.24																		
Uptake			2 year ol	ds					3 year	olds					4 year ol	lds					5 year olds ((deferrals)		
Total population	939	908	902	895	889	883	1,006	985	942	934	929	915	975	1,016	994	953	944	920	1,016	994	953	944	916	/
Estimated eligible cohort (% of population)	22.0%	22.0%	22.0%	22.0%	22.0%	22.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	17.0%	17.0%	17.0%	17.0%		
Estimated uptake - registrations (% of the eligible population)	15.0%	20.0%	30.0%	40.0%	50.0%	50.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50
Estimated cross boundary - Gross in	0	0	0	0	0	0	2	2	2	2	2	2	3	3	3	3	3	3	0	0	0	0	0	/
Estimated cross boundary - Gross out	0	0	0	0	0	0	2	2	2	2	2	2	3	3	3	3	3	3	0	0	0	0	0	
Estimated net cross boundary	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Uptake (number of children)	31	40	60	79	98	97	1,006	985	942	934	929	915	975	1,016	994	953	944	920	86	84	81	80	78	4
Estimated uptake of hours (%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	10
Statutory provision (hours)	600		600	600	970	1,140	450	450	450	450	728	855	600	600	600	600	970	1,140	600	600	600	600	970	-,
Total statutory hours	18,592	23,971	35,719	47,256	94,856	110,728	452,700	443,250	423,900	420,300	675,848	782,325	585,000	609,600	596,400	571,800	915,680	1,048,800	51,816	50,694	48,603	48,144	75,524	86,
									-															
Phasing - Non-statutory hours			2 year ol	ds	00				3 year	olds	020				4 year ol		0.44	ſ			5 year olds (deferrals)	70	a
Estimated number of children receiving funded non-statutory phased hours pre-2020	0	0	338	49	98		0	0	94	467	929		0	0	99	477	944		0	0	8	40	/8	A
Funded Non-statutory phased hours per child pre-2020 (hours)	0	0	338	3/9	8 3 3 0		0	0	254	284	64 50.456		0	0	338	379 180,783	85		0	0	338	15,160	6.630	4
Total funded non-statutory phased hours	0	0	3,380	18,571	8,330		0	U	23,876	132,628	59 <i>,</i> 456		0	0	33,462	180,783	80,240	l	0	0	2,704	15,160	6,630	1
Total hours	18,592	23,971	39,099	65,827	103,186	110,728	452,700	443,250	447,776	552,928	735,304	782,325	585,000	609,600	629,862	752,583	995,920	1,048,800	51,816	50,694	51,307	63,304	82,154	4 86
	10,002	20,571	03,033	03,027	100,100	110,720	402,700	440,200	447,770	332,328	700,004	,02,020	565,666	000,000	023,002	, 52,565	555,520	1,040,000	51,010	50,054	51,507	00,004	02,104	00,
Provision by type			2 year ol	ds					3&4 yea	r olds											5 year olds ((deferrals)		
Local authority provision (% of hours)	0.00%	0.00%	10.00%	40.00%	40.00%	40.00%	35.00%	35.00%	37.00%	37.00%	37.00%	37.00%						[40.00%	40.00%	40.00%	· /	44.00%	á 44. (
Partner nursery provision (% of hours)	98.00%	98.00%	85.00%	50.00%	50.00%	50.00%	65.00%	65.00%	63.00%	62.00%	62.00%	62.00%							60.00%	60.00%	60.00%	60.00%	56.00%	56.0
Childminder provision (% of hours)	2.00%	2.00%	5.00%	10.00%	10.00%	10.00%	0.00%	0.00%	0.00%	1.00%	3.00%	3.00%												
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	102%	102%							100%	100%	100%	100%		, 1 (
Hours Delivered in Settings																				<u> </u>				
Local authority provision (hours)	0	0	3,910	26,331	41,275	44,291	363,195	368,498	398,726	483,039	640,553	677,516							20,726	20,278	20,523	25,322	/ -	
Partner nursery provision (hours)	18,220	23,492	33,234	32,914	51,593	55,364	674,505	684,353	678,912	809,417	1,073,359	1,135,298							31,090	30,416	30,784	37,982	46,006	5 48,
Childminder provision (hours)	372	479	1,955	6,583	10,319	11,073	0	0	0	13,055	51,937	54,934						l	0	0	0	0	0	1
Funded (partner) provision - hourly rate			2 year ol		CC 00	CC 00	C2 42	c2 c2	3&4 yea		CF 24							ſ	C2 42	C2 C2	5 year olds (CE 24	
Nurseries	£5.46 £5.46	£5.51 £5.51	£5.65	£5.85	£6.00	£6.00	£3.42 £3.42	£3.62 £3.62	£4.50 £4.50	£5.00	£5.31 £5.31	£5.31 £5.31							£3.42	£3.62	£4.50	£5.00		
Childminders	±5.46	±5.51	£5.65	£5.85	£6.00	£6.00	±3.42	£3.62	±4.50	£5.00	£5.31	£5.31						l	£3.42	£3.62	£4.50	£5.00	±5.31	E:

Estimated proportion of eligible 2 year olds with ASN (%) Estimated number of 2 year olds in local authority settings with ASN Estimated proportion of 3&4 year olds with ASN (%) Estimated number of 3&4 year olds in local authority settings with ASN Estimated proportion of 5 year olds (deferrals) with ASN (%) Estimated number of 5 year olds (deferrals) in local authority settings with ASN

Additional Support Needs (ASN)

2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
23%	24%	24%	25%	25%	25%
7	10	14	20	24	24
23%	24%	24%	25%	25%	25%
456	480	465	472	468	459
23%	24%	24%	25%	25%	25%
20	20	19	20	19	19

889
17.0%
50.0%
0
0
0
76
100%
1,140
86,144

86,144

44.00% 56.00% **100%**

37,903 48,241 0

£5.31 £5.31

ELC Expansion Plan - Finance Template Staffing costs profile Moray Council

	Staff Type	Number of Weeks per Year	Number of Hours pe
Staff in post - LA settings			
Managers (settings)	Non-Ratio	52.0	
Teachers	Ratio	45.9	
Senior practitioners / graduates	Ratio	52.0)
Additional graduates	Non-Ratio	45.9	
Practitioners	Ratio	52.0)
Apprentices	Non-Ratio	52.0	
C2 care workers / support staff (SSSC registered)	Ratio	52.0	
Admin / auxiliary staff (non-SSSC registered)	Non-Ratio		
Others (please specify)			
	Non-Ratio		
	Non-Ratio Non-Ratio		
	Non-Ratio		
	INOII-RALIO		

Sub total

Staff in post - Central costs
Managers (central)
Quality assurance - teachers
Quality assurance - other
Improvement support - teachers
Improvement support - others
Early Years Management Team
Central Admin
Others (please specify)
Education Support Officer (ASN)
Early Years Social Worker
Family Support Workers

Sub total

Other staff costs Training and professional development Funded provider grant funding (training and development) Project staff costs (non-recurring beyond 2021/22) Sub total

TOTAL STAFF COSTS

Defining FTE

FTE				Number	of FTE					Unit cost	per FTE					Costs (£n	n)		
s per Week	Total Hours Per Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
36.3	1885.0	0.00	0.00	4.00	8.00	10.00	10.00	0.00	48149.00	48149.00	48149.00	48149.00	48149.00	0.000	0.000	0.193	0.385	0.481	0.481
35.0) 1605.8	7.00	7.00	4.40	2.30	0.50	0.00	47424.00	47424.00	47424.00	47424.00	47424.00	47424.00	0.332	0.332	0.209	0.109	0.024	0.000
35.0		16.00	16.00	23.30	33.00	37.60	44.70	30934.00	31326.00	31326.00	31326.00	31326.00	31326.00	0.495	0.501	0.730	1.034	1.178	1.400
35.0		0.00	0.00	1.30	2.00	2.00	2.00	0.00	0.00	50655.00	50655.00	50655.00	50655.00	0.000	0.000	0.066	0.101	0.101	0.101
35.0		14.00	14.00	22.00	35.80	43.80	50.19	27369.00	27762.00	27762.00	27762.00	27762.00	27762.00	0.383	0.389	0.611	0.994	1.216	1.393
35.0 37.0		0.00	0.00	4.00	10.00 32.60	10.00 43.65	10.00 53.13	0.00	0.00 17845.00	20225.00 17845.00	20225.00 17845.00	20225.00	20225.00	0.000	0.000	0.081 0.257	0.202	0.202	0.202 0.948
37.0	0 1924.0 0.0	5.00	5.00	14.40	32.00	43.05	55.15	1/451.00	1/845.00	1/845.00	17845.00	17845.00	17845.00	0.087	0.089	0.257	0.582	0.779 0.000	0.948
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000 0.000 0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000 0.000 0.000 0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000 0.000 0.000 0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000 0.000 0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
	0.0													0.000	0.000	0.000	0.000	0.000	0.000
		12.00																	
		42.00	42.00	73.40	123.70	147.55	170.02	123178.00	172506.00	243386.00	243386.00	243386.00	243386.00	1.297	1.311	2.146	3.407	3.982	4.527
														0.000	0.000	0.000	0.000	0.000	0.000
		0.50	0.50	0.50	0.50	0.50	0.50	74,425.00	74,425.00	74,425.00	74,425.00	74,425.00	74,425.00	0.000	0.000	0.000	0.000	0.000	0.000
		0.50	0.50	0.50	0.50	0.50	0.50	74,425.00	74,425.00	74,425.00 61,396.00	74,425.00 61,396.00	74,425.00 61,396.00	74,425.00 61,396.00	0.000 0.037 0.000	0.000 0.037 0.000	0.000 0.037 0.055	0.000 0.037 0.061	0.000 0.037 0.092	0.000 0.037 0.092
		0.50 0.00 6.00	0.50	0.50 0.90 6.00	0.50 1.00 8.00	0.50 1.50 12.00	0.50 1.50 12.00	74,425.00 0.00 49,553.00	74,425.00 0.00 49,553.00	74,425.00 61,396.00 49,553.00	74,425.00 61,396.00 49,553.00	74,425.00 61,396.00 49,553.00	74,425.00 61,396.00 49,553.00	0.000 0.037 0.000 0.297	0.000 0.037 0.000 0.297	0.000 0.037 0.055 0.297	0.000 0.037 0.061 0.396	0.000 0.037 0.092 0.595	0.000 0.037 0.092 0.595
		0.50	0.50 0.00 6.00	0.50	0.50	0.50	0.50	74,425.00	74,425.00	74,425.00 61,396.00	74,425.00 61,396.00 49,553.00 40,171.00	74,425.00 61,396.00 49,553.00 40,171.00	74,425.00 61,396.00 49,553.00 40,171.00	0.000 0.037 0.000	0.000 0.037 0.000	0.000 0.037 0.055	0.000 0.037 0.061	0.000 0.037 0.092	0.000 0.037 0.092
		0.50 0.00 6.00 0.00	0.50 0.00 6.00 0.00	0.50 0.90 6.00 0.90	0.50 1.00 8.00 1.00	0.50 1.50 12.00 1.00	0.50 1.50 12.00 1.00	74,425.00 0.00 49,553.00 0.00	74,425.00 0.00 49,553.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00	74,425.00 61,396.00 49,553.00 40,171.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00	0.000 0.037 0.000 0.297 0.000	0.000 0.037 0.000 0.297 0.000	0.000 0.037 0.055 0.297 0.036	0.000 0.037 0.061 0.396 0.040	0.000 0.037 0.092 0.595 0.040	0.000 0.037 0.092 0.595 0.040
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00	0.50 0.90 6.00 0.90 0.30 2.50	0.50 1.00 8.00 1.00 1.00 3.00	0.50 1.50 12.00 1.00 1.00 3.00	0.50 1.50 12.00 1.00 1.00 3.00	74,425.00 0.00 49,553.00 0.00 0.00 31,465.00	74,425.00 0.00 49,553.00 0.00 0.00 31,465.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00	0.000 0.037 0.000 0.297 0.000 0.000 0.016	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.031	0.000 0.037 0.055 0.297 0.036 0.023 0.079	0.000 0.037 0.061 0.396 0.040 0.077 0.094	0.000 0.037 0.092 0.595 0.040 0.077 0.094	0.000 0.037 0.092 0.595 0.040 0.077 0.094
		0.50 0.00 6.00 0.00 0.00	0.50 0.00 6.00 0.00 0.00	0.50 0.90 6.00 0.90 0.30	0.50 1.00 8.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00	74,425.00 0.00 49,553.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00	0.000 0.037 0.000 0.297 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023	0.000 0.037 0.061 0.396 0.040 0.077	0.000 0.037 0.092 0.595 0.040 0.077	0.000 0.037 0.092 0.595 0.040 0.077
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00	0.50 0.90 6.00 0.90 0.30 2.50	0.50 1.00 8.00 1.00 1.00 3.00	0.50 1.50 12.00 1.00 1.00 3.00	0.50 1.50 12.00 1.00 1.00 3.00	74,425.00 0.00 49,553.00 0.00 0.00 31,465.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	0.000 0.037 0.000 0.297 0.000 0.000 0.016	0.000 0.037 0.000 0.297 0.000 0.000 0.031	0.000 0.037 0.055 0.297 0.036 0.023 0.079	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050	0.000 0.037 0.092 0.595 0.040 0.077 0.094	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75	0.50 1.00 8.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 0.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	0.000 0.037 0.000 0.297 0.000 0.000 0.016 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.031 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050 0.050	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.094 0.050 0.054 0.099 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.050 0.054 0.099 0.000
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75	0.50 1.00 8.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 0.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	0.000 0.037 0.000 0.297 0.000 0.000 0.016 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.031 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.094 0.050 0.054 0.049 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75	0.50 1.00 8.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 0.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.031 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050 0.050 0.054 0.049 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.050 0.054 0.099 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050 0.054 0.049 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.099 0.050 0.054 0.099 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000
		0.50 0.00 6.00 0.00 0.00 0.50	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75	0.50 1.00 8.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.031 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050 0.050 0.054 0.049 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.050 0.054 0.099 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.350	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.050 0.054 0.049 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 0.000 1.138	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 1.138
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.0050 0.050 0.054 0.049 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 0.000 1.138	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 1.138
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.350	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.009 0.050 0.054 0.049 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 1.138
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.004 0.050 0.054 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.030 0.030 0.030	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.059 0.000 0.000 0.000 0.000 0.000 0.000 1.138 0.030 0.030 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 1.138 0.030 0.000 0.000
		0.50 0.00 6.00 0.00 0.00 0.50 0.00 0.00	0.50 0.00 6.00 0.00 0.00 1.00 0.00 0.00 0.0	0.50 0.90 6.00 0.90 0.30 2.50 0.00 0.75 1.50	0.50 1.00 8.00 1.00 1.00 3.00 1.00 2.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 1.00 1.00 1.00 1.00	0.50 1.50 12.00 1.00 1.00 3.00 1.00 1.00 4.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 0.00 49,553.00 0.00 31,465.00 0.00 0.00 0.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	74,425.00 61,396.00 49,553.00 40,171.00 77,028.00 31,465.00 49,553.00 54,397.00 24,666.00	0.000 0.037 0.000 0.297 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.000 0.297 0.0000 0.0000 0.0000 0.000000	0.000 0.037 0.055 0.297 0.036 0.023 0.079 0.000 0.041 0.037 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.061 0.396 0.040 0.077 0.094 0.009 0.050 0.054 0.049 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000	0.000 0.037 0.092 0.595 0.040 0.077 0.094 0.050 0.054 0.099 0.000 0.000 0.000 0.000 1.138

									Costs	(£m)		
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Local authority staff costs			FTI	Es								
Staff in post - LA settings	42.0	42.0	73.4	123.7	147.6	170.0	1.297	1.311	2.146	3.407	3.982	4.527
Staff in post - Central costs	7.0	7.5	13.4	18.5	25.0	25.0	0.350	0.366	0.606	0.860	1.138	1.138
Other staff costs							0.008	0.225	0.328	0.328	0.278	0.030
Sub total	49.0	49.5	86.8	142.2	172.6	195.0	1.656	1.902	3.079	4.595	5.398	5.695
Funded (partner) provision			Ηοι	ırs								
Nurseries	723815	738261	742930	880313	1170958	1238902	2.513	2.717	3.381	4.430	6.253	6.617
Childminders	372	479	1955	19638	62255	66007	0.002	0.003	0.011	0.104	0.338	0.358
Sub total	724187	738740	744885	899951	1233213	1304909	2.515	2.720	3.392	4.533	6.591	6.975
Lunches												
Cost of provision							0.000	0.000	0.078	0.350	0.757	0.919
Running costs												
Educational resources and supplies							0.019	0.019	0.030	0.030	0.030	0.030
Administrative resources and supplies												
Buildings - rent and rates												
Buildings - energy / utilities costs Buildings - maintenance and lifecycle replacement									0.005	0.025	0.040	0.044
Buildings - facilities management									0.005	0.025	0.040	0.044
Buildings - other												
Information systems										0.050	0.050	0.050
Others (please specify)										0.050	0.050	0.050
Aggregated unallocated running costs							0.370	0.372	0.429	0.578	0.787	0.872
Increase in business rates liability							0.000	0.000	0.000	0.010	0.030	0.030
Additional ongoing catering costs							0.000	0.000	0.015	0.021	0.027	0.027
Staff travel							0.002	0.002	0.010	0.010	0.010	0.010
Subtotal							0.201	0 202	0.490	0 724	0.074	1.062
Sub total							0.391	0.393	0.489	0.724	0.974	1.063
TOTAL							4.561	5.014	7.038	10.202	13.719	14.652

ELC Expansion Plan - Finance Template Capital costs profile Moray Council

Anticipated Total Capital Cost for All Projects (£m)



Annual Profile	Costs (£m)												
	2017-18	2018-19	2019-20	2020-21	2021-22	Total	_						
Refurbishment projects	177,422	732,371	1,612,762	518,825		3,041,379.962							
Extension projects			2,157,187			2,157,187.025							
New build projects		299,358	1,539,193	1,280,601		3,119,151.398							
Outdoor spaces						0.000							
Other		39,626	199,451	35,923	10,000	285,000.000							
Total	177,422	1,071,355	5,508,593	1,835,349	10,000	8,602,718.385	CHECK						

ELC Expansion Plan - Finance Template Summary Demand and Supply Analysis

				At Apri	il 2017				At April 2021							
		Local A	Authority Se	ttings	Ра	rtner Settin	gs		Local A	Authority Se	ttings	Partner Settings				
			Number			Number				Number			Number			
			of			of				of			of			
		Total	Children	Children /	Total	Children	Children /		Total	Children	Children /	Total	Children	Children /		
Locality		Physical	Using the	Capacity	Physical	Using the	Capacity		Physical	Using the	Capacity	Physical	Using the	Capacity		
Indicator	Locality	Capacity	Facility	Ratio	Capacity	Facility	Ratio		Capacity	Facility	Ratio	Capacity	Facility	Ratio		
Example	abc	260	480	1.8	200	100	0.5	-	300	420	1.4	200	160	0.8		
Example	хуz	380	720	1.9	100	80	0.8		500	820	1.6	100	80	0.8		
А	Speyside	45	68	1.5	60	45	0.8		53	42	0.8	78	70	0.9		
В	Keith	50	86	1.7	69	67	1.0		30	45	1.5	72	109	1.5		
С	Buckie	140	200	1.4	75	91	1.2		228	284	1.2	42	42	1.0		
D	Milnes	55	80	1.5	88	68	0.8		42	50	1.2	99	80	0.8		
Е	Forres	55	35	0.6	177	169	1.0		84	108	1.3	183	253	1.4		
F	Lossiemouth	80	127	1.6	160	146	0.9		84	88	1.0	190	177	0.9		
G	Elgin High	20	40	2.0	194	237	1.2		82	106	1.3	194	247	1.3		
Н	Elgin Academy	60	111	1.9	288	365	1.3		60	80	1.3	294	394	1.3		
F				#DIV/0!			#DIV/0!				#DIV/0!			#DIV/0!		
I				#DIV/0!			#DIV/0!				#DIV/0!			#DIV/0!		
J				#DIV/0!			#DIV/0!				#DIV/0!			#DIV/0!		
Add rows a	s required			#DIV/0!			#DIV/0!				#DIV/0!			#DIV/0!		
	Totals	505	747	1.5	1111	1188	1.1		663	803	1.2	1152	1372	1.2		

FOI Early Learning And Childcare 1,140 Funding - 101003182667 ELC Expansion Plan - Finance Template **Capital Projects**

Moray Council

		Prior to Works Commencing					Outline of Proposed Works											Post Works Completing								4
	Locality Indiactor (As Per Summary Demand	Physical Capacity	Number of Children Using the	Children / Physical	Maximum Deliverable Hours Per	e Deliverable Hours Per			Cost per					Location				Physical Indoor	Proposed Registered Outdoor Capacity Post Works (with	Total		Forecast Number of Children Using the	Children /	Maximum Deliverable Hours Per	Total Maximum Deliverable Hours Per	
Refurbishment Projects	and Supply Sheet)	Prior to Works	Facility in April 2017	Capacity Ratio	Annum Pei Child	Setting	Description	Total Area so (Sqm)	(£)	Base Date	Base Date Indice	Expected Tender Date		Adjustment (%)	Land Costs (£)	Total Cost (£)	Construction Period	Capacity Pos Works	t ref to Space to Grow)	Proposed Capacity	Increased Capacity	Facility in April 2021	Capacity Ratio	Annum Per Child	Annum Per Setting	
Example A Example B	A B	40 40	70 65				Minor refurbishment Major refurbishment	58 80	1,500 2,100	2Q 2018 2Q 2018	316 316	4Q 2018 4Q 2018	317 317	0% 15%	£0 £0	87,275 193,811	6 months 6 months	48 68	_	48 80	8 40	48 120	1.00 1.50		54,720 200,000	
Lady Cathcart	Buckie	0	0	0.00		-	Major refurbishment	520	1,717	2Q 2018	316	4Q2017	322			909,793	6 months	-	0 10	60	60	94	1.57	2,400		
Lhanbryde Nursery Pilmuir Nursery	Milnes Forres	35 35	40 20	0.5		,	Major refurbishment Major refurbishment	142 336	2,100 2,100	2Q 2018 2Q 2018	316 316	1Q2019 4Q2018	320 317			301,975 707,833	4 months 8 months		5 7 0 10	42 60	7 25	50 80	1.19 1.33	2,400 2,400	-	1
New Elgin Nursery	Elgin High	20	40	2.00	0 1,20	1 24,020	Light refurbishment	70	789	2Q 2018	316	1Q2019	320			55,929	2 months	2	0 4	24	4	28	1.17	1,140	27,360	1
Kinloss Nursery Mortlach Nursery	Forres Speyside	20 15	15 20	0.75			Minor refurbishment Major refurbishment	80	1,500 2,100	2Q 2018 2Q2018	316 316	4Q2018 1Q2019	317 320			120,380 212,658	2 months 8 months	-	0 4 5 3	24 18	4	28 21	1.17 1.17	1,140 1,140	-	1
Burghead	Lossiemouth	20	27	1.35			Minor refurbishment	70	1,500	2Q2018	316	2Q2019	320			106,994	2 months	2	0 4	24	4	28	1.17	1,140	27,360	1
Mosstodloch St Peters Nursery	Milnes Buckie	20	20	1.00			Major refurbishment	50 170	2,100	2Q 2018 2Q 2018	316	2Q2019 2Q2020	322 322			106,994 136,677	2 months 2 months	2	0 4	24 40	4	28	1.17	1,140	-	4
Aberlour Nursery	Speyside	40	27	2.00 0.68			Light refurbishment Major refurbishment	170	789 2,100	2Q 2018 2Q 2018	316 316	1Q2020	333			376,206	4 months		0 5 5	35	- 5	40	1.00 1.31	1,140 2,400	-	
Futuraian Duaianta																										
Extension Projects <i>Example C</i>	A	40	75	1.88	8 1,20	1 48,032	Extension	120	3,300	2Q 2018	316	2Q 2018	317	0%	£0	397,253	6 months	60) 12	72	32	68	0.94	1,140	82,080	
Example D	D	40	80				Extension	348	3,300	2Q 2018	316	1Q 2019	320	15%	£0	1,337,377	6 months	100	0 0	100	60	180	1.80	2,500		4
Pilmuir Nursery Mosstodloch Nursery	Forres Milnes			#DIV/0! #DIV/0!		-	Extension Extension	611 40	3,300 3,300	2Q 2018 2Q 2018	316 316	4Q2018 2Q2019	317 322			2,022,681 134,506	8 months 2 months			-	-		#DIV/0! #DIV/0!		-	1
				#DIV/0!		-			2,200	2Q 2018	316					-				-	-		#DIV/0!		-	-
				#DIV/0! #DIV/0!		-				2Q 2018 2Q 2018	316 316					-				-	-		#DIV/0! #DIV/0!		-	1
				#DIV/0!		-				2Q 2018	316					-				-	-		#DIV/0!		-	-
				#DIV/0!		-				2Q 2018	316					-				-	-		#DIV/0!		-	1
New Build Projects																										
Example E Example F	D	40 40	75 80				New build New build	580 580	3,000 3,000	2Q 2018 2Q 2018	316 316	2Q 2019 1Q 2020	290 302	0% 15%	£0 £0	1,596,835 1,912,348	12 months 12 months	100 100			80 80	115 210	0.96 1.75			
Linkwood Nursery		40	80	#DIV/0!	2,300		New build	308	-	2Q 2018 2Q 2018	316	1Q2018	318	1578	10	610,600	16 months	-	0 8	48	48		1.75	2,300		Part of new school build
Cullen Nursery		20	20	1.00	0 1,20		New Build	410	3,000		316	4Q2018	317			1,233,892	7 months	4	0 8	48	28	60	1.25	2,400		1
Keith Nursery				#DIV/0! #DIV/0!		-	New Build	410	3,000	2Q 2018 2Q 2018	316 316	4Q2019	329			1,280,601	7 months	5	0 10	60 -	- 60	97	1.62 #DIV/0!	2,400	- 144,000	1
				#DIV/0!		-				2Q 2018	316					· ·				-	-		#DIV/0!		-	-
				#DIV/0!		-				2Q 2018	316					-				-	-		#DIV/0!		-	
Outdoor Projects (Stand	lalone eg Forr	est Kindergart	•																							
Example G Example H	A A	48 24	75 80				Provision of geodome a Provision of yurt and as		ks							500,000 250,000	3 months 3 months	100 100			100 100			-		
		24	80	#DIV/0!	2,300	-										230,000	5 11011113	100	/ 24	-	-	210	#DIV/0!	2,500	-	
				#DIV/0!		-														-	-		#DIV/0!		-	-
				#DIV/0! #DIV/0!																-	-		#DIV/0! #DIV/0!		-	
				#DIV/0!		-														-	-		#DIV/0!		-	-
				#DIV/0!		-														-	-		#DIV/0!		-	
Other LA Settings When	e No Capital V	Vorks Are Envi	saged At Pre	-		• ·														40	0		4.67	2 500	120.000	
Example I Example J	в С	40 100	80 160	2.00 1.60														48 100	. •	48 112	8 12	80 180	1.67 1.61	-		
Knockando School	Speyside	14	9	0.64			Classroom used by part					,						1	4	14	-	10	0.71	1,140		4
The Cabin Nursery Rothes Nursery	Speyside Speyside	20 15	14 23	0.70			Currently used by partn	er provider - (The C	Cabin) - Hut ir	n the grounds of	† Mortlach Sch	100						2	5	20 15	-	16 15	0.80			1
Tomintoul Nursery	Speyside	20	10	0.50	0 1,20	1 24,020												2	D	20		10	0.50	1,140		1
Keith School Nursery St Thomas School Nurse		30 20	48	1.60 1.90														3	0	- 30	-	45	1.50 #DIV/0!	2,400	72,000	1
Keith Community Centre	e Keith	40	40	1.00	0 1,20	1 48,040	Partner Provider setting				Community Ce	entre (Keith Play	y Centre)							-		0	#DIV/0!		-	1
Rothiemay School Portgordon Nursery	Keith Buckie	12	11 20	0.92			Classroom used by part	ner provider - Roth	niemay Playgr	oup								1	2	12 20		12 20	1.00 1.00	1,140 1,140		1
Findochty Nursery	Buckie	20	20	1.00		0 12,000												2	0	20		10	0.50			1
Cullen Community Centre Portessie School	e Buckie Buckie	18	16	0.89			Room used by partner p Room used by partner p											1	8	22		0	#DIV/0! 1.00	1,140		4
Portknockie School	Buckie	20	43 19	0.95			Room used by partner p											2		22		20	1.00	1,140		
Millbank Nursery	Buckieq	40	80	2.00	,	1 48,040												4	0	40		60	1.50	2,400		School and Dartner nurseny combined into a significant state of the st
Milnes Nursery Hopeman Nursery	Milnes Lossiemouth	20	40 37	2.00 1.85	-		-											2	0	50 20		20	1.12 1.00	2,400 1,140		School and Partner nursery combined into a single partner run setting
Hythehill Nursery	Lossiemouth	20	35	1.75	5 1,20	1 24,020												2	0	20		20	1.00	1,140		4
St Gerardine's Nursery East End Nursery	Lossiemouth Elgin Academ	20	28	1.40	,		-											2	0	20 20		20	1.00 1.00	1,140 1,140		1
Seafield Nursery	Elgin Academ	¥ 40	77	1.93	3 1,20	1 48,040												4	0	40		60	1.50	2,400		4
Elgin Community Centre Bishopmill Pre-School Co		30 30	29	0.92	,		Rooms used by partner Standalone building in g			urrently used by	partner provi	ider (Bishonmil	ll Pre-School Ce	ntre)				3	0	30 30	-	30	1.00 1.00	1,140 1,140		1
		50	+0	1.5	- 1,20.	30,030												3	-	50		50	1.00	1,140	57,200	
Other Non Settings Rela Example K	ited Capital W	orks					Catering provision to ac	commodate univer	ersal free lunc	h commitment						500,000										
Example L							Systems costs (Capital i	n nature)	-							100,000										
Catering System Costs	-						Capital costs to cover c			iom)						115,000										
System Costs Decant Costs							NAMS redevelopment of Costs of decanting 7 nu)					100,000 70,000										
	-																									
							-																			•
	Totale	776	1,026	1.32	2	857,452	ר					А	Inticipated Tot	al Capital Cost f	or All Projects	8,602,718	Totals	s 881	77	970	194	1,156	1.19	1	1.167.720	NB: Please ensure totals exclude examples
	. 01013			1.52		557,452	4										lotais		,,	Increase fro	m Pre Works	130		J	310,268	
	Cross check	to Input Table		1																	to Input Table	2,008	1			
			Check	J																		Check	I			

	Total
num	Maximum
able	Deliverable
Per	Hours Per
Per	Annum Per
d	Setting
,140	54,720
2,500	200,000
2,400	144,000
2,400	100,800
2,400	144,000
1,140	27,360
1,140	27,360
1,140	20,520
.,140	27,360
.,140	27,360
1,140	45,600
2,400	84,000
,140	82,080
2,500	250,000
	-