

<b>CABINET</b>
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**Delivering Our Ambitions:  
Performance, Projects and Resources Q1 2019-20  
3 September 2019**

**Report of Director of Corporate Services**

<b>PURPOSE OF REPORT</b>			
To provide members with an update on performance, projects and resources during the first quarter of 2019-20 (April-June 2019).			
<b>Key Decision</b>	<input type="checkbox"/>	<b>Non-Key Decision</b>	<input checked="" type="checkbox"/> <b>Referral from Cabinet Member</b>
<b>This report is public.</b>			

**RECOMMENDATIONS OF COUNCILLOR ANNE WHITEHEAD**

- (1) That Cabinet consider the update on performance, projects and resources for quarter 1, 2019-20.

**1.0 Introduction**

- 1.1 This report and appendices represents the initial step in aligning performance, project and resource information into an integrated format, to provide members with a comprehensive view of progress against the council's agreed priorities.

**2.0 Performance Scorecard**

- 2.1 Appendix A contains an update on performance against key success measures.
- 2.2 As Cabinet and the council's priorities continue to develop, success measures will be updated accordingly to align with the priorities.

**3.0 Project Update**

- 3.1 Appendix B contains corporate project reporting information. Updates in this document primarily cover the Q1 time period. However, where projects are giving monthly updates, the most recent report (in this case from July) is included, to ensure that the information presented is as up-to-date as possible. Columns showing the reporting frequency for each project and the date on which the update was written are included, so the age of each update can easily be seen.

3.2 Each project can report one of the following statuses:

a. Red – Used when the project encounters significant issues and requires corrective action to meet its business objectives.

b. Amber – Used when the project encounters problems which have a negative effect on project performance. Typically these can be resolved at project lead level.

c. Green – Used when the project is on track against the plan and progressing well.

d. Not Started – Where the project is identified and planned for as a corporate project, but is yet to complete the 'Start-up' stage

e. On Hold – Used when for reasons outside of the control of the project lead, the project is stalled pending action elsewhere. For example, when the project is dependent on an external decision or the outcome of another project

f. Complete – When the project is complete and is going through the project closure process. Once project closure is signed off it will be removed from the list of corporate projects reported on.

g. No data available – Used when the project lead has not been able to supply an update

3.3 When a project reports a status other than 'Green', brief notes will be added to the Comments and Issues section of the report to explain further.

#### **4.0 Financial Monitoring**

4.1 Appendices C and D provide information on the overall revenue financial position of the Council, highlighting any significant issues and variations in the first quarter of the financial year. In an attempt to aid understanding Members should note that where projected variances values are presented with brackets ( ) this reflects a negative, or adverse movement from the budgeted position. Conversely, projected variances accompanied with a + sign represents a positive, or favourable movement from the budgeted position.

4.2 As at the end of Quarter 1 June 2019 (Q1) we are currently projecting a year end overspend against budget of (£165K). It should be noted that this projected overspend includes the full removal of the General Fund corporate staff turnover target of (£518K), shown against Corporate Services (Central Expenses) which all services are expected to contribute towards. Therefore, any further net turnover savings achievable in the remaining quarters will help reduce the overall net position. Also, (£156K) approved staff savings have been removed which is shown against Communities and the Environment (Business Support) in the service analysis. This is an area which is subject to change over the next few due to ongoing restructuring. This is currently work in progress and projections will be included in monitoring, as soon as they are available.

- 4.3 Financial Services is currently refreshing how it presents all of the Council's Corporate Financial Monitoring information. The aim of the review is to simplify the information presented, thereby increasing transparency allowing Members a greater understanding of the key financial risk areas faced by the Council and in turn aid informed decision making. This work is ongoing and we will consult with Members through the Financial Resilience Advisory Group across a number of areas over the next few months.

## 5.0 Summary Position

- 5.1 **Service Analysis:** a summary of the Q1 revenue position for the main service accounts of the Authority is set out in table 1 below. **Appendix C: Quarter 1 Financial Monitoring – Service Analysis** covers this information in more detail.

**Table 1 Quarter 1 Financial Monitoring – Service Analysis**

	Original Budget 2019/20 £'000	Q1 Actual 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
Communities and Environment	4,105	(3,391)	3,885	+220
Economic Growth and Regeneration	4,683	1,687	4,693	(10)
Corporate Services	5,940	895	6,433	(493)
Central Services	1,080	611	996	+84
Other Items	129	(1,438)	95	+34
<b>TOTAL</b>	<b>15,937</b>	<b>(1,636)</b>	<b>16,102</b>	<b>(165)</b>

- 5.2 **Subjective Analysis:** a summary of the Q1 revenue position analysed across the Councils subjective headings is set out in table 2 below. **Appendix D: Quarter 1 Financial Monitoring – Subjective Analysis** covers this information in more detail.

**Table 2 Quarter 1 Financial Monitoring – Subjective Analysis**

	Original Budget 2019/20 £'000	Q1 Actual 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
Employees	26,541	5,468	26,455	+86
Premises Related Exp	10,575	3,647	10,668	(93)
Transport Related Exp	1,455	193	1,457	(2)
Supplies and Services	14,041	4,857	14,603	(562)
Transfer Payments	28,027	4,581	28,027	0
Support Services	369	6	369	0
Capital Charges	2,804	0	2,804	0
Capital Financing Costs	4,791	0	4,791	0
Appropriations	2,776	1	2,742	+34
Income	(73,297)	(20,389)	(73,669)	+372
Capital Financing Inc	(2,145)	0	(2,145)	0
<b>TOTAL</b>	<b>15,937</b>	<b>(1,636)</b>	<b>16,102</b>	<b>(165)</b>

- 5.3 It should be noted that the above analysis focuses on net expenditure. The funding of this expenditure arises predominantly from two sources, council tax and business rates. Although it is early in the year to get a definitive view of year end collection performance, it is anticipated, at this stage, that business rates income will exceed budget so long as the Heysham Nuclear Power station reactors do not close down. This would effectively reduce the reported overspend. A report in this respect will be included in the half year financial report.

<p><b>RELATIONSHIP TO POLICY FRAMEWORK</b></p> <p>Performance, project and resource monitoring provides a link between the Council Plan and operational achievement, by providing regular updates on the impact of operational initiatives against strategic aims.</p>	
<p><b>CONCLUSION OF IMPACT ASSESSMENT</b>  <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing):</b></p> <p>The content of this report has no impact in itself.</p>	
<p><b>LEGAL IMPLICATIONS</b></p> <p>No legal implications directly arising from this report.</p>	
<p><b>FINANCIAL IMPLICATIONS</b></p> <p>No financial implications directly arising from this report.</p>	
<p><b>OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:</b></p> <p>No other implications directly arising from this report.</p>	
<p><b>SECTION 151 OFFICER'S COMMENTS</b></p> <p>The Section 151 Officer has been consulted and has no further comments.</p>	
<p><b>DEPUTY MONITORING OFFICER'S COMMENTS</b></p> <p>The Deputy Monitoring Officer has been consulted and has no further comments.</p>	
<p><b>BACKGROUND PAPERS</b></p> <p>N/A</p>	<p><b>Contact Officer:</b> Dan Bates          Director for Corporate Services  <b>Telephone:</b> 01524 582011  <b>E-mail:</b> dbates@lancaster.gov.uk  <b>Ref:</b> N/A</p>



# Lancaster City Council

Delivering Our Ambitions: Quarter 1 Performance Scorecard

## Quarter 4/End of Year - Overall Performance

**15**  
Target Achieved

**3**  
Within 10% of target

**2**  
Outside Target

**3**  
Baseline

Performance Information		Year 2018/19										High Neutral Low	Year 2019/20		Trend
		Quarter 1		Quarter 2		Quarter 3		Quarter 4		End of Year 2018/19			Quarter 1		
Reference Code	Indicator	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		Target	Actual	

### A Thriving and Prosperous Economy

A1.1	Percentage of minor planning applications determined within 8 weeks or agreed time (Speed of Decision)	70%	98.61%	70%	98%	70%	94.67%	70%	98.48%	70%	98.87%	High is Good	70%	100%	
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Green: All Minor Applications received in the Quarter were determined either within the Government's timescales (73% of Minors received were determined within 8 weeks) or within a mutually-agreed period of time.

A1.2	Percentage of other planning applications determined within 8 weeks or agreed time (Speed of Decision)	70%	97.52%	70%	100%	70%	94.25%	70%	98.77%	70%	98.39%	High is Good	70%	99.44%	
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Green: Over 99% of all Other Applications were determined either within the Government's timescales (over 84% were determined within 8 weeks) or within a mutually-agreed period of time. This equates to 178 out of 179 Other Applications being determined "within time".

A1.3	Percentage of major planning applications determined within 13 weeks or agreed time (Speed of Decision)	60%	100%	60%	100%	60%	100%	60%	100%	60%	100%	High is Good	60%	100%	
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Green: All Major Applications received in the Quarter were determined either within the Government's timescales (almost 69% of Majors received were determined within 13 weeks) or within a mutually-agreed period of time.

A1.4	Number of empty properties brought back into use	15	12	15	20	15	13	15	15	60	60	High is Good	15	15	
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Green: 15 empty homes were brought back into use with Council involvement in the first quarter. So of the 218 properties being monitored, 7% were brought back into use.

### Clean, Green and Safe Neighbourhoods

A2.1	Number of fly tipping reports actioned within 5 days	125	389	125	315	125	207	125	192	500	1,103	High is Good	125	249	
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Green: during Q4 a total of 436 reports were received; 192 of these (44.03%) were closed within five days

A2.2	Percentage of household waste recycled (Quarter Behind)	45%	30.07%	45%	38.30%	45%	39%	45%	33.2%	N/A - End of year figures will be reported next quarter	High is Good	45%	34.30%	
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Red: The council's control of household waste recycling is limited by Lancashire County Council's status as the waste disposal authority. A change of policy to recycle some waste types currently not recycled would result in an increased figure.

A2.3	Kilogrammes of residual waste per household (Quarter Behind)	87.17	75.9	87.17	88.3	87.17	81	87.17	80	N/A - End of year figures will be reported next quarter	Low is Good	87.17	97.56	
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Red: As above, some types of waste that could be recycled are currently disposed of as residual waste.

A2.5	Diesel Consumption - Council Vehicle Fleet (Litres)	121,728	119,639.5	121,728	117,762	121,728	117,001	121,728	113,490	486,912	467,892.5	Low is Good	121,728	117,004.0	
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Green: Ongoing quarterly reduction in fuel consumption

A2.6	Cost/M2 spent on energy across corporate buildings (Quarter Behind)	Baseline	£4.71	Baseline	£3.65	Baseline	£3.35	Baseline	£5.62	Baseline	£17.33	Low is Good	Baseline	£4.37	
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This is against £4.71 for the same period last year. A reduction in cost/m2 is expected alongside the reduction in consumption shown below.

Performance Information		Quarter 1		Quarter 2		Quarter 3		Quarter 4		End of Year 2018/19		High	Low	Quarter 1		Trend
Reference Code	Indicator	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Neutral		Target	Actual	
A2.7	Amount of energy usage in council buildings (Gas/KWH) (Quarter Behind)	Baseline	2,204,958	Baseline	1,250,679	Baseline	682,533	Baseline	1,764,381	Baseline	5,902,551	Low is Good		Baseline	2,401,663	
A2.8	Amount of energy usage in council buildings (Electricity/KWH) (Quarter Behind)	Baseline	695,231	Baseline	527,235	Baseline	566,849	Baseline	616,911	Baseline	2,406,226	Low is Good		Baseline	645,832	
A2.4	Total number of subscriptions to the Garden Waste Scheme	30,000	22,042	24,000	22,594	24,000	23,265	24,000	17,132	24,000	17,132	High is Good	24,000	21,879		
Amber: The final figure for 2018/19. Subscriptions closed at the end of November 2018. Subscriptions will open for 2019/20 late January 2019.																

Healthy and Happy Communities																
A3.1	Number of people statutorily homeless	25	14	25	10	25	12	25	5	100	41	Low is Good	25	4		
Green																
A3.2	Number of Disabled Facilities Grants completed	50	122	50	83	50	78	50	104	200	387	High is Good	50	97		
Green: The average no of grants completed per month in 2017/18 was 19. The average no of grants completed per month at the end of Q3 2018/19 is 32.																
A3.3	Number of properties improved	25	18	25	24	25	38	25	42	100	122	High is Good	50	133		
Green: This figure includes 34 category 1 hazards resolved.																
A3.4	Percentage of premises scoring 4 or higher on the food hygiene rating scheme	90%	88.36%	90%	87.80%	90%	90.70%	90.00%	91.00%	90.00%	91.00%	High is Good	90%	90.00%		
Green:																
A3.5	Percentage of high risk food hygiene inspections completed	100%	85%	100%	86%	100%	75%	100%	93.3%	100%	93.30%	High is Good	100%	83%		
Amber: From the 2 not completed in the quarter, 1 was a butchers shop where the inspection was delayed to provide an opportunity for a joint inspection with another Food officer, and the second was a compliant business with a good history and was only in the high risk category due to the increase risk waiting based on vulnerable residents. Neither businesses are considered to be of concern despite the higher risk rating.																
A3.6	Total number of admissions to Salt Ayre Leisure Centre	130,000	210,621	180,000	220,521	230,000	193,561	197,740	224,089	737,740	848,792	High is Good	185,000	209,041		
Green																
A3.7	Time taken to re-let council houses (Days)	38	30.80	38	27.92	38	25.68	38	23.07	38	23.07	Low is Good	38	19.15		
Green: Due to the reduction of void times our 'void loss' has also reduced significantly, currently 0.94% of the current rent debit raised – equivalent to just £34,855 rent lost compared to £41,729 at the same point in 2018/19.																

Performance Information		Quarter 1		Quarter 2		Quarter 3		Quarter 4		End of Year 2018/19		High	Low	Quarter 1		Trend
Reference Code	Indicator	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Neutral		Target	Actual	
<b>A Smart and Forward - Thinking Council</b>																
A4.1	Number of followers on Lancaster City Council's Twitter Page (Cumulative Indicator)	9000	10,923	9000	11,295	9,000	11,858	9,000	12,286	9,000	12,286	High is Good		9000	12,376	
Green: Growth has continued, but at a slower rate than previously.																
A4.2	Average number of days of sickness absence per full time employee	1.75	1.73	1.75	1.78	1.75	2.2	1.8	1.9	7.0	7.6	Low is Good		1.75	1.74	
Green																
A4.3	Occupancy rates for all commercial properties (including estate shops)	100%	95.60%	100%	95.30%	100%	96.60%	100%	95.60%	100%	95.60%	High is Good		100%	95.80%	
Amber: The total level of occupancy has gone down by 0.1% due to a couple of small retail units being vacant balanced out by another unit at The Storey being let during this quarter. 95.8% represents a good level of occupancy in the current climate in a landlord's portfolio.																
A4.4	Average time taken to process new Housing Benefit and Council Tax claims (Days)	23	28.3	23	48	23	40	23	32.76	23	32.76	Low is Good		23	14.30	
Green: Revised measurement this time around concentrating on Housing Benefit processing. Performance is ahead of target																

# Corporate Projects Update – Q1 2019 and monthly updates for July

\* Reporting Frequency:  
M = Monthly, Q = Quarterly,  
S = Semi-annually, A = Annually

## Key

<b>R</b>	Red – The project is unlikely to meet its agreed plan, costs or benefits unless immediate remedial action is taken	<b>C</b>	Complete
<b>A</b>	Amber – The project is at risk of failing to meet its agreed plan, costs or benefits unless action is taken	<b>N</b>	Not Started
<b>G</b>	Green – The project is on track to meet its agreed plan, costs or benefits	<b>H</b>	On hold
<b>X</b>	No data available		

## A Thriving and Prosperous Economy

Ref. No.	Project Name	*	Date of update	Status
CE03	Williamson Park Adventure Playground	Q	8/7/19	<b>G</b>
CE04	Williamson Park - Event and Conference Venue	Q	8/7/19	<b>N</b>
CE07	LATCo = Commercial Waste		N/A	<b>N</b>
EGR09	Economic Growth Plan (No update report)	M	N/A	<b>G</b>
EGR13	Heysham Gateway - Site Improvement Works (No link available)	Q	24/6/19	<b>G</b>
EGR19	Eden Project North		4/7/19	<b>G</b>
EGR24	Property Investment Strategy	M	13/8/19	<b>G</b>
EGR26	Future High Street Funding	M	26/7/19	<b>G</b>
EGR28	Heritage Action Project (New project)	Q	N/A	<b>N</b>

## Clean, Green and Safe Neighbourhoods

Ref. No.	Project Name	*	Date of update	Status
EGR01	Canal Quarter phase 1	M	31/7/19	<b>G</b>
CE02	District wide car parking strategy	S	8/7/19	<b>G</b>
EGR10	Place Narrative			<b>C</b>
CE11	Climate Change / Zero Carbon Plus	Q	30/6/19	<b>G</b>
EGR14	Solar Farms (EHR14 and EGR18 have now been combined)	M	31/7/19	<b>G</b>
EGR21	Museums Service Transfer			<b>C</b>
EGR23	VIC Review (Move to City Museum)	Q	5/7/19	<b>G</b>

## Healthy and Happy Communities

Ref. No.	Project Name	*	Date of update	Status
CE01	Council Housing New Build	S	14/6/19	<b>A</b>
CE05	LATCo = Salt Ayre Leisure Centre (Link to Q1 report, prior to project being put on hold)	M	6/8/19	<b>H</b>
EGR05	Bailrigg Garden Village Masterplanning	Q	26/6/19	<b>G</b>
CE06	LATCo = Housing Company	S	N/A	<b>N</b>
EGR27	Lune Flood Protection, Caton Road (No link available)	M	31/7/19	<b>G</b>

## A Smart and Forward-Thinking Council

Ref. No.	Project Name	*	Date of update	Status
CS01	Grading / Pay Review	Q	28/6/19	<b>A</b>
CS02	Our Values	Q	24/6/19	<b>G</b>
CS12	High Capacity Fibre Cable Network Provision	Q	28/6/19	<b>A</b>
CS14	Agile project	Q	20/6/19	<b>G</b>
CS17	Digital Strategy - completion, adoption and implementation	M	5/8/19	<b>G</b>
CS18	Risk Management Strategy / Overhaul and Implementation	Q	26/6/19	<b>A</b>
CS29	Procure to Pay (P2P)	M	25/7/19	<b>G</b>
CS31	Social Value, including procurement strategy	Q	24/6/19	<b>G</b>
CS33	Zero Based Budgeting	Q	24/6/19	<b>G</b>
CS37	Employee Engagement (New project)	Q	N/A	<b>N</b>

## Comments and Issues (further details available by clicking the hyperlinks above)

**CE01** – Two schemes have been developed into the planning phase. ‘Carnforth A’ has the option for further public consultation and ‘Carnforth B’ is uneconomic to pursue against planning advice. The project awaits the opening of further consultation and new cabinet approval of objectives.

**CS01** – Contract took longer than expected to be signed. Return of updated job descriptions proving to be challenging with 63.1% returned to date. There is a risk that project will slip unless the job descriptions are returned soon. At the outset, staff were promised that this project would be completed in 2019.

**CE04** – This project is not yet underway but is due to have started prior to the end of Q2.

**CE05** – This project is behind its original plan date, but a transfer date for April 2020 remains possible. The project is currently on hold and awaiting a steer due 5<sup>th</sup> September 2019.

**CE06** – This project is not yet due to commence.

**CE07** – This project is not yet due to commence.

**EGR10** – This project is due to close during Q2.

**CS18** – The risk management strategy is not yet started. Meeting to be arranged in next few weeks to agree actions and timescales.

**EGR21** – This project is due to close during Q2.

**EGR28** – This is a new corporate project. Timescales are yet to be defined.

**CS37** – This is a new project which is due to commence during Q2.



**QUARTER 1 FINANCIAL MONITORING - SERVICE ANALYSIS 2019/20**

		Original Budget 2019/20 £'000	Q1 Actual 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
<b>Communities and Environment</b>					
Business Support	Corporate Safety	65	13	65	0
	Service Support	319	174	475	(156)
	White Lund Depot	(14)	(29)	(14)	0
	Vehicle Maintenance	(37)	47	(28)	(9)
Customer Involvement & Leisure	Customer Services	587	155	517	+70
	Leisure	228	6	296	(68)
	Salt Ayre	249	176	337	(88)
Environmental Health	Environmental Health	1,127	211	1,114	+13
	Emergency Planning	61	14	61	0
	Licensing	(86)	(6)	(92)	+6
	Safety	81	(76)	57	+24
Housing Services	GF Housing	(26)	(2)	(26)	0
	HRA Repairs & Maintenance	4,420	1,110	4,420	0
	HRA Expenditure	14,869	718	14,850	+19
	HRA Income	(20,500)	(3,724)	(20,640)	+140
	Strategic Housing	619	(1,311)	497	+122
Public Realm	CCTV	32	4	32	0
	Cemetries	191	98	189	+2
	Grounds Maintenance	(262)	(91)	(291)	+29
	Household Waste Collection	2,004	(218)	1,987	+17
	Markets	(141)	(45)	(139)	(2)
	Parking	(1,973)	(124)	(2,040)	+67
	Parks	1,155	317	1,141	+14
	Public Conveniences	163	78	163	0
	Street Cleaning	1,232	199	1,225	+7
	Trade Waste	(486)	(1,108)	(496)	+10
	Williamson Park	228	23	225	+3
		<b>4,105</b>	<b>(3,391)</b>	<b>3,885</b>	<b>+220</b>
<b>Economic Growth and Regeneration</b>					
Planning & Development	Building Control	112	21	173	(61)
	Conservation & Environment	70	(2)	70	0
	Development Control	(431)	(66)	(437)	+6
	Local Plan	561	257	545	+16
Economic Development	Economic Development	683	152	683	0
	Regeneration	751	682	754	(3)
	Marketing & Comms	253	62	253	0
	Grants	216	46	216	0
	The Platform	80	(23)	87	(7)
	Tourism & Events	490	116	498	(8)
	Museums	553	173	555	(2)
Property, Investment and Regeneration	Highways	71	15	71	0
	Sea Defence & Land Drainage	398	65	396	+2
	Property	920	203	867	+53
	Building Cleaning	(44)	(14)	(38)	(6)
		<b>4,683</b>	<b>1,687</b>	<b>4,693</b>	<b>(10)</b>
<b>Corporate Services</b>					
Corporate Accounts	Central Expenses	1,069	(530)	1,587	(518)
Democratic	Democratic	1,051	232	1,051	0
Finance	Finance	1,136	1,212	1,108	+28
HR	HR	511	161	490	+21
ICT	ICT	1,257	579	1,231	+26
Internal Audit	Internal Audit	179	31	172	+7
Legal	Legal	380	85	437	(57)
Revenues & Benefits	Revenues & Benefits	357	(875)	357	0
		<b>5,940</b>	<b>895</b>	<b>6,433</b>	<b>(493)</b>
<b>Central Services</b>					
Chief Executive	Executive Team	810	235	726	+84
	Grants to other bodies	270	376	270	0
		<b>1,080</b>	<b>611</b>	<b>996</b>	<b>+84</b>
<b>Other Items</b>					
Other Items	New Homes Bonus	(1,672)	(1,391)	(1,672)	0
	Revenue Funding of Capital	864	0	864	0
	Minimum Revenue Provision	1,535	0	1,535	0
	Interest Payable	1,100	0	1,100	0
	Interest Receivable	(187)	(48)	(187)	0
	Notional Charges	0	0	0	0
	Contributions to Reserves	(1,484)	1	(1,518)	+34
	Contributions from Reserves	(27)	0	(27)	0
		<b>129</b>	<b>(1,438)</b>	<b>95</b>	<b>+34</b>
<b>GRAND TOTAL</b>		<b>15,937</b>	<b>(1,636)</b>	<b>16,102</b>	<b>(165)</b>

**Notes:**

- Income is expressed as a negative figure in brackets
- Expenditure is expressed as a positive figure
- Projected Variances are expressed as negative ( ) for adverse and positive + for favourable

**QUARTER 1 FINANCIAL MONITORING - SUBJECTIVE ANALYSIS 2019/20**

		Original Budget 2019/20 £'000	Q1 Actual 2019/20 £'000	Projected Outturn 2019/20 £'000	Projected Variance 2019/20 £'000
Employees	Direct Employee Expenses	25,411	5,321	25,246	+165
	Indirect Employee Expenses	1,130	147	1,209	(79)
Premises Related Exp	Cleaning and Domestic Supplies	505	61	505	0
	Energy Costs	839	98	839	0
	Fixtures and Fittings	1	0	1	0
	Grounds Maintenance Costs	2,185	756	2,194	(9)
	Operational Bldgs Allocation	211	62	211	0
	Premises Insurance	338	759	338	0
	Rates	1,277	1,270	1,286	(9)
	Rents	98	53	98	0
	Repair and Maintenance	4,744	523	4,819	(75)
	Water Services	377	65	377	0
Transport Related Exp	Car Allowances	58	8	59	(1)
	Contract Hire Operating Leases	56	15	56	0
	Direct Transport Costs	1,203	163	1,203	0
	Public Transport	18	7	19	(1)
	Transport Insurance	120	0	120	0
Supplies and Services	Catering	55	12	55	0
	Clothing Uniform and Laundry	94	21	95	(1)
	Communications and Computing	1,464	953	1,448	+16
	Contribution to Provisions	384	0	384	0
	Equip Furniture and Materials	1,991	477	2,009	(18)
	Expenses	568	156	584	(16)
	General Office Supplies	407	111	407	0
	Grants and Subscriptions	1,560	1,020	1,583	(23)
Miscellaneous Expenses	1,313	475	1,375	(62)	
Services	6,205	1,632	6,663	(458)	
Transfer Payments	Housing Benefit	28,027	4,581	28,027	0
Support Services	Recharges Exp	369	6	369	0
Capital Charges	Amortisation of Def Chgs	0	0	0	0
	Depreciation	2,804	0	2,804	0
Capital Financing Costs	Interest Payments	4,791	0	4,791	0
Appropriations	Appropriations	2,776	1	2,742	+34
Income	Customer Fees and Charges	(31,792)	(8,558)	(32,036)	+244
	Government Grants	(30,897)	(9,067)	(31,041)	+144
	Interest	(356)	(50)	(356)	0
	Other Grants and Contributions	(1,639)	(745)	(1,670)	+31
	Recharges Inc	(8,613)	(1,969)	(8,566)	(47)
Capital Financing Inc	Capital Related Income	(2,145)	0	(2,145)	0
<b>GRAND TOTAL</b>		<b>15,937</b>	<b>(1,636)</b>	<b>16,102</b>	<b>(165)</b>

Notes:

1. Income is expressed as a negative figure in brackets
2. Expenditure is expressed as a positive figure
3. Projected Variances are expressed as negative ( ) for adverse and positive + for favourable