

North Lanarkshire Council Report

Communities and Housing Committee

approval noting

Ref KH/JL/KS

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TCA Ltd: Dissolution Update Report; Financial Performance to 31 December 2018; and, 2018/19 Performance Report

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Executive Summary

This report provides Committee with an update on progress in implementing the recommendations taken by the former Enterprise and Housing Committee in September 2018 and regarding future delivery arrangements for services provided at that time by the Council's wholly owned company, Town Centre Activities (TCA) Ltd.

The report advises members that the services and functions previously provided through the TCA Safe and Local divisions of TCA Ltd have now been brought in-house. The report highlights the engagement currently underway with third sector providers in North Lanarkshire and Voluntary Action North Lanarkshire to identify an alternative delivery model for Shopmobility which will seek to expand existing services, both geographically and also through co-locating Shopmobility within a wider package of support services for older people and those with mobility requirements.

The legal procedures required to transfer TCA's services, functions and responsibilities are described in detail along with amendments to TCA's Articles of Association, which were made by Special Resolution, to permit the transfer of the company's net assets to the Council and to be used by the Council in furtherance of TCA's charitable objectives.

The report also concludes the former operational and financial performance reporting arrangements that were in place for TCA Ltd by providing Committee with a summary of 2018/19 year-end performance against previously determined indicators and targets, along with the financial position of TCA Ltd as at 31 December 2018.

Recommendations

The Communities and Housing Committee is requested to:

1. Note progress to date in implementing the Council's previous decision that its wholly owned arm's length company, TCA Ltd, should be wound-up, with the TCA Safe and Local divisions transferring to in-house service delivery from 1 April 2019;
2. Note that 33 former TCA employees have transferred to the Council under Transfer of Undertakings (Protection of Employment) Rights 2006 Regulations with the majority of these staff members now employed in Housing Solutions in furtherance of the Council's housing improvement and community safety priorities; three staff members employed in Strategic Communications; and, TCA's former Finance Assistant post now located in Financial Solutions;

3. Note that engagement remains underway with third sector organisations in North Lanarkshire to identify a suitable partner provider to take over responsibility for delivering and developing the Shopmobility service;
4. Note the decision by TCA Ltd's Board of Directors to continue responsibility for Shopmobility in the interim and up to 30 June 2019 until the alternative delivery arrangements can take effect;
5. Note that the process to formally wind up TCA Ltd and its subsidiary companies, Garrison Monitoring Services Ltd and Northguard Ltd, is progressing and it is anticipated that this will be fully concluded in the autumn;
6. Agree that the balance of funds received from the cash assets transferred from TCA Ltd to the Council should be earmarked within the Change Management Fund and ensure that, in allocating these funds, the Council can demonstrate that the monies are being used in furtherance of TCA Ltd's charitable objectives;
7. Note TCA Ltd's performance in 2018/19 and agree that this concludes the reporting regime previously considered by the former ALEOs and External Bodies Monitoring Sub Committee with future operational performance reported via existing reporting arrangements within Housing Solutions and financial performance included in Revenue Monitoring Reports to this Committee; and,
8. Otherwise note the contents of this report.

Supporting Documents

The plan for North Lanarkshire	The functions and services previously delivered by TCA Ltd and now delivered by Housing Solutions and Strategic Communications, contribute to all strategic priorities with particular reference to "Improve the Council's Resource Base." The Shopmobility service, which currently remains with TCA Ltd, contributes to health and wellbeing and community participation, capacity and empowerment priorities.
Appendix 1	2018/19 Performance Overview
Appendix 2	Financial Statements as at 31 December 2018
Appendix 3	TCA Ltd Balance Sheet as at 31 March 2018

1. Background

- 1.1 Town Centre Activities (TCA) was established by the Council in 2010 following the merger of two existing companies: North Lanarkshire CCTV Ltd; and, Town Centre Initiatives Ltd, to provide a more co-ordinated and strategically focused delivery vehicle for community safety and town centre development within North Lanarkshire. The company's services and functions developed over time to include responsibility for the following.

Community Safety – TCA Safe

- Public space CCTV monitoring across North Lanarkshire including town centres, housing areas, tower blocks, Park and Ride car parks and areas or initiatives where CCTV cameras are installed in response to local concerns or to protect investment.
- Proactive CCTV monitoring to reduce incidences of fly tipping or littering.
- CCTV monitoring of specific Council premises including recycling centres, schools, offices and premises operated by the Council's arm's length bodies.
- CCTV monitoring linked to activation of intruder alarms or lift alarms in towers (where there is no concierge), Fleming House, Summerlee and Ravenscraig.
- Provision of the out of hours anti-social behaviour service.
- Emergency response co-ordination services, including the relaying of live CCTV images to Civic Centre and the Amey Roads Depot during severe weather or other incidents including disruption on the road network.

Town Centres – TCA Local

- Development and promotion of free town centre Wi-Fi.
- Training and advice for local retailers in using social media to promote their businesses.
- Town centre events including Christmas lights switching-on celebrations.
- 'Shop Watch' providing town centre retailers with two-way radios enabling instant notification of criminal or personal safety incidents.

Shopmobility – TCA Accessible

- Provision of mobility scooters and wheelchairs in Motherwell and Coatbridge.

Commercial Activity

- Delivery of public space CCTV monitoring by TCA's commercial subsidiary company, Garrison Monitoring Services (GMS) Ltd, to Enterprising Bathgate Ltd. (Members should note that GMS Ltd was wholly owned by TCA Ltd with a second, dormant subsidiary company, Northguard Ltd, owned jointly by TCA and the Council.)

- 1.2 TCA delivers the above services from its Central Monitoring Unit in Coatbridge, with the exception of Shopmobility which operates from portacabins in Motherwell and Coatbridge town centres. TCA is a recognised charity with broad charitable objectives linked to community safety, employment creation, environmental improvements, and the general promotion of wellbeing.

2. Report

- 2.1 During 2017/18 TCA was reviewed as part of the Council's approved ALEO Review Programme with the findings reported to the former ALEOs and External Bodies Monitoring Sub Committee and Infrastructure Committee in the spring of

2018. The review identified that while TCA was performing well with high levels of client service satisfaction, future funding and sustainability were at considerable risk as a result of the Council's ambitious plans for town centres and housing regeneration, including the tower demolition programme. Moreover, the review identified that the TCA Local and Accessible services were significantly subsidised by TCA Safe, with further concerns highlighted around limitations of the Shopmobility service in its existing form. The review concluded that, mindful of Best Value requirements and increasing challenging financial uncertainties facing the Council, further examination of TCA's services should be undertaken to ensure closer alignment between TCA's objectives and the Council's future direction. Potential options to achieve this cohesion could potentially include: ceasing provision; re-allocating responsibility, where appropriate, to an alternative provider; or, bringing services in-house.

- 2.2 The outcome of this more detailed examination, completed by a Short Life Working Group which included representation by TCA's Managing Director, was reported to the Enterprise and Housing Committee on 5 September 2018. The findings of the earlier review activity were reaffirmed, with the Short Life Working Group confirming that TCA's future income will be seriously impacted by the Council's approved housing and town centre regeneration plans and identifying that TCA's future direction of travel should be driven by the Council's Ambitions. The Working Group also highlighted the expertise and specialisms that TCA staff had built-up, especially technical, digital knowledge and use of social media, and recommended that these skills would be most effectively deployed in supporting the Council to achieve its transformation and digital priorities if these services were transferred to in-house delivery.
- 2.3 The Enterprise and Housing Committee accepted the Working Group's findings and draft recommendations and agreed that:
1. the TCA Safe and Local divisions should be brought in-house with effect from 1 April 2019 to support the emerging town centre strategy, housing regeneration, digitalisation and communication and marketing agendas;
 2. Shopmobility provision should cease from 31 March 2019 and in the interim, TCA and the Council should continue efforts to identify a replacement third sector provider who could expand and develop the service; and,
 3. the Council, as sole member, should seek to dissolve TCA Limited in order to facilitate the recommendations and to allow the transfer of net assets from TCA Limited to the Council, thereby enabling the Council to continue to deliver services in furtherance of TCA's charitable purposes.
- 2.4 The Committee further agreed that, where necessary, the Shopmobility service should continue beyond 31 March 2019 until the future delivery model is agreed.

Dissolution Progress Update

- 2.5 During the past six months considerable work has been undertaken by TCA's Board of Directors, senior management team and the Short Life Working Group, referenced at 2.2 above, to implement the Committee's approvals. As a result, formal transfer agreements between TCA Ltd and the Council, and between Garrison Monitoring Services (GMS) Ltd and the Council, were duly executed and signed by all parties on 29 March 2019. These Agreements transferred the assets and undertakings of both companies to the Council (with the exception of

Shopmobility, which is described further in paragraphs 2.11 to 2.15). Members are further advised that employees from the TCA Safe and TCA Local divisions, including associated management and support posts, transferred into the Council on 1 April 2019 under Transfer of Undertakings (Protection of Employment) [TUPE] Regulations 2006.

Employee Engagement and Transfer

- 2.6 Effective employee engagement was essential to ensuring a smooth and seamless transfer. TCA's directors and senior management team were committed to supporting staff, minimising any uncertainties and ensuring that staff had sufficient information at all times to enable them to make fully informed decisions. Separate teams of solicitors from the Council's Legal and Democratic Solutions and officers from People and Organisational Development provided direct assistance to both TCA and the relevant Council services that were due to receive transferring staff.
- 2.7 Engagement with the trade unions, along with regular meetings with staff teams, began in mid-September 2018 and continued throughout the transfer process. Following detailed job evaluation of all posts, to determine the terms and conditions under which staff would transfer, individual meetings with all employees were undertaken, followed by a further opportunity for 1:1 discussion with the Council's HR Business Partner after the issuing of Council contracts. TCA also provided employees with the opportunity to receive 1:1 advice on their pension considerations. Feedback indicates that staff are happy with the transfer process, with many employees expressing that they are looking forward to being employed directly within the Council and the new opportunities and responsibilities that this will provide.

Shopmobility

- 2.8 Following the decision by the Enterprise and Housing Committee that Shopmobility would be more appropriately delivered and developed by a third sector provider, TCA's Board of Directors has continued work previously underway to identify an alternative partner agency. An update on progress was previously included in the composite report on '*Future Service Delivery Arrangements*' considered by full Council at its meeting on 20 December 2018.
- 2.9 While engagement and discussions with the voluntary sector remained productive, in the early New Year it became apparent that a Shopmobility transfer date of 31 March 2019 was extremely tight and did not provide the receiving organisation with sufficient time to complete their own due diligence. Accordingly, TCA directors agreed at their Board meeting on 31 January 2019, that TCA Ltd would continue to deliver Shopmobility for an extended period to 30 June 2019 to provide adequate time for due diligence and process in the transfer of Shopmobility's assets and undertaking to a third sector provider.
- 2.10 Members are reminded that TCA's Board of Directors, recognising the company's charitable purposes, had previously intimated that they would wish to support the voluntary sector in taking over Shopmobility through, both the transfer of equipment and a revenue funding contribution of up to £200,000 for a maximum period of two years, subject to adequate assurance that the provider has the capacity to deliver and develop the service. TCA's Board are now drawing down three months' running costs (calculated at approximately £30,000) from this ring-fenced sum to continue to operate Shopmobility in the period 1 April to 30 June

2019. Thereafter, the remaining balance will transfer to the voluntary provider subject to satisfactory assurances on performance and capacity.

- 2.11 A Transitional Services Agreement, setting out the Council's expectations during the three month extension period and detailing the officer support that will continue to be provided by the Council to TCA's Board of Directors and Shopmobility, has been agreed by TCA and the Council.
- 2.12 Discussions with Voluntary Action North Lanarkshire (VANL) and North Lanarkshire's Health and Social Care Partnership's Community Capacity Building Support Group remain ongoing.

Transfer of Assets and Undertakings

- 2.13 As highlighted in 2.5 above the Transfer Agreements were signed on behalf of TCA Ltd and by the Head of Legal and Democratic Solutions (on behalf of the Council) on 29 March 2019. Included within these Agreements were: the transfer of employees as referenced in paragraphs 2.6 and 2.7 and Section 4.2; all equipment and fixed assets belonging to TCA Ltd; assignation of the leases for TCA's Central Monitoring Unit and the industrial unit previously purchased by the company; assignation of all transferring supplies and services contracts; and, cash assets.
- 2.14 The Transfer Agreement between TCA Ltd and the Council specifies that, '*the Council will use and apply the funds received from TCA Ltd, both at the time of transfer and any other funds subsequently received, solely in furtherance of TCA Ltd's charitable objectives*'. This is in accordance with the report to full Council on 20 December 2018, and acknowledges the responsibility and duty on TCA directors' to safeguard and act in the best interests of the company's charitable purposes. Accordingly it is proposed that the funds are earmarked within the Change Management Fund and this links to the charitable objectives within TCA Ltd's Articles of Association.

Performance

- 2.15 During the transition period TCA has adopted a 'business as usual' approach and the Board of Directors and staff are commended on maintaining, and in many cases improving, services during a period of major change, additional requirements on staff time and some uncertainty. Appendix 1 provides a summary of the charity's performance against previously approved indicators and targets and members will note that TCA has exceeded its targets in a number of areas (6 indicators) and remained within acceptable variances in 7 indicators, with performance only falling short of the target in two indicators. Members should note that this concludes the existing reporting regime through which TCA's performance is reported to the Council.

3. Equality and Diversity

3.1 Fairer Scotland

The Short Life Working Group completed a combined Impact Assessment to consider how potential reconfiguration of service delivery, particularly in relation to Shopmobility, would impact on service users. The assessment identified that, in the long term, delivery as part of a wider programme of independent living support services would have a positive impact on elderly people, people with

accessibility requirements, families and carers. Further impact assessment work, including engagement with service users, will be undertaken in preparation for service transfer to the third sector.

3.2 Equality Impact Assessment

As above

4. Implications

4.1 Financial Impact

Public Accountability Obligations

4.1.1 As an arm's length company, wholly owned by North Lanarkshire Council, TCA's operational and financial performance was previously reported to the former ALEOs and External Bodies Monitoring Sub Committee on a six monthly basis. These reports included an assurance from the Council's Section 95 Officer that TCA Ltd remained financially sound and maintained adequate and appropriate budget management, accounting and financial record keeping procedures.

4.1.2 In previous years, including 2018/19, Financial Solutions has provided financial management services to TCA through a Service Level Agreement. The respective management fee paid by TCA Ltd generated £5,000 in annual income for the Council. Direct provision of financial management services reduced the levels of financial governance and oversight requirements as Council officers were responsible for ensuring that robust financial management arrangements were in place. In order to continue to support TCA's Board of Directors during the Shopmobility transition period and the overall dissolution of the company, the Head of Financial Solutions has agreed that this financial support will continue to be provided and at no cost to the organisation.

Overall Financial Standing as at 31st March 2018

4.1.3 The company held net assets of £1.214m accumulated from positive trading over the years. However, due to the purchase of an industrial unit in 2015 to support potential expansion of the company's commercial subsidiary, these reserves are not all cash backed, therefore are not all useable by the company for reinvestment.

4.2 HR/Policy/Legislative Impact

4.2.1 Through this review and service delivery reconfiguration a total of 33 employees have transferred under Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) from TCA Ltd to the Council. The majority of these posts are within Housing Solutions and deployed in delivering the 24/7, 365 days per year anti-social response service and public space CCTV monitoring across North Lanarkshire. Future activity will include further community safety developments including service developments to support independent living through integrated community alarm initiatives.

4.2.2 Transferring employees also included three Digital Ambassadors, who are now part of Strategic Communications, and the post of Finance Assistant, which has transferred into Financial Solutions.

4.3 Environmental Impact

4.3.1 There are no environmental impacts arising from this report.

4.4 Risk Impact

4.4.1 TCA Board of Directors monitored the potential risks associated with the transfer and dissolution process and revised the company's Risk Register accordingly. Both the Shadow Board and the Short Life Working Group will continue to monitor the potential risks associated with the transfer of Shopmobility and the final dissolution of the company.

5. Measures of success

5.1 This report summarises work to date in transferring the assets and undertaking of TCA Ltd and its subsidiary company, Garrison Monitoring Services Ltd to the Council within the prescribed timeframe. While further assessment will be required in relation to Shopmobility and the final winding-up and striking off processes, this report should provide members with adequate assurance that bringing TCA Safe and TCA Local in-house presents the greatest potential to ensure that future service delivery is fully aligned with The Plan for North Lanarkshire and represents Best Value, whilst also safeguarding the existing charitable objectives of TCA in the longer term.



Business Relationship Manager

**Town Centre Activities Ltd
2018/19 Performance Indicators**

Indicator and Frequency	Target Outcome/Purpose	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Actual	Comments
Digital									
1. The number of new registrations for free town centre Wi-Fi (Quarterly)	<ul style="list-style-type: none"> Increase footfall to town centres Assist local retailers and businesses in developing their Digital presence 	35,000 +/-1% (350)	9,796	11,212	8,028	7,270	36,306 Blue +3.73%	32,733	While it was always anticipated that this indicator would reach a plateau, TCA has exceeded the annual target and 2017/18 performance
2. The number of town centre Wi-Fi logins in the period (Quarterly)	<ul style="list-style-type: none"> To enable town centre visitors to source information about local suppliers, shops, restaurants, etc. by providing free Wi-Fi access in town centres 	400,000 Annual +/- 4,000 (1%)	96,037	110,325	87,209	79,423	372,994 Red -7%	405,030	This indicator has not met the annual target of 400,000 logins and is 7% below target and the variance of 1%.
3. Maintain the average WIFI time per day in use (Quarterly)	Maintain the average WIFI time per day in use (Quarterly)	13 mins +/-3mins	13mins 22 secs	13 mins 11 secs	41 mins 37 secs	40 mins 51secs	27 mins 15 secs average Blue	13 mins 58 secs average	While Q1 and Q2 reflected previous performance in 2017/18, the average dwell time in 2018/19 has increased overall with significant increases in Q3 and Q4. This is largely attributable to town centre events in the periods.
4. The number of business engagement visits through 1:1 visits by Digital Ambassadors (Quarterly)	<ul style="list-style-type: none"> To provide guidance and support for town centre businesses on marketing through digital platforms 	400 +/- 40 (10%)	360	192	186	237	975 +144% Blue	439	TCA has significantly surpassed both the target and 2017/18 performance with 975 visits by Digital Ambassadors to support town centre businesses.
5. The number of Business training opportunities provided	<ul style="list-style-type: none"> To provide 1:1 or group training opportunities 	75 businesses +/-8 (10%)	27	18	25	10	80 Green	42	Performance is slightly higher than targeted. Examples of training provided included: advising retailers of social media "do's and don'ts;" helping retailers improve

Indicator and Frequency	Target Outcome/Purpose	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Actual	Comments
									accessibility; and helping businesses improve graphics/websites
6. The number of promotions posted for town centre businesses	<ul style="list-style-type: none"> To promote local shopping and business ventures 	500 'posts' per annum +/- 25 (5%)	134	180	129	141	584 +17% Blue	553	Social media posts promoting local businesses/special offers exceeded target and performance in 2017/18.
7. Number of partner and community posts on social media	<ul style="list-style-type: none"> Promotion of community engagement, empowerment and resilience 	N/A	1080	574	744	788	3,186	New indicator in 2018/19	Examples of community posts include promoting C9 Foundation (a mental health charity) and wider community events. Examples of partnership posts include promoting the Lanarkshire Business Excellence Awards and Adverse Weather Warnings on behalf of Police Scotland.
8. Number of events organised or supported by TCA	<ul style="list-style-type: none"> Engagement with community 	20	See year end total				29 Green	New indicator in 2018/19	Events included: 7 Christmas lights switching on celebrations; Airdrie Fair Day; 6 digital awareness events; 8 family friendly/community fun events; and, 7 partnership led events including the European Championship Games.
Shop Mobility									
9. The number of new Shopmobility registrations in the quarter	<ul style="list-style-type: none"> To promote equality of opportunity and independent living to all who live in and visit North Lanarkshire 	80 new registrations per annum +/- 10 individuals	42	28	9	18	97 +21% Blue	101	Although slightly lower than 2017/18 performance, TCA shows continued strong performance in new Shopmobility registrations, exceeding the target (which was increased by 25% from the 2017/18 target) by 21%
10. The number of town centre visits		6,800 +/-340 (5%)	1951	2145	1915	1,467	7,478 +10% Blue	6,701	Performance exceeds target and performance in 2017/18

Indicator and Frequency	Target Outcome/Purpose	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Actual	Comments
using Shopmobility									
11. The percentage of Shopmobility scooters and wheelchairs available to use	<ul style="list-style-type: none"> To maintain the fleet of mobility scooters and wheelchairs and ensure that supply meets demand 	95% +/- 2%	99%	95%	97%	97%	97% Green	99%	TCA has 66 pieces of equipment (mobility scooters and wheelchairs, including specially adapted scooters), available for hire between the Motherwell and Coatbridge offices. Performance shows that overall the bulk of this equipment was available for use during 2018/19.
Health & Safety									
12. The percentage of fire risk assessments undertaken within the reviewed timescale		100%	100%	100%	100%	100%	100% Green	100%	All assessments have taken place and been documented
13. Number of days reported out with statutory timescale (15 days) expressed as a percentage of all RIDDOR reports.		0	0	0	0	0	0	0	During 2018/19 and to date, there have been no RIDDOR reports for TCA Ltd
CCTV									
14. The percentage of hours CCTV cameras are operational	<ul style="list-style-type: none"> To promote community safety by providing efficient and reliable CCTV monitoring services 	95% +/- 5%	97%	97%	97%	98%	97%	98% average	Dip in performance compared to 2017/18 reflects the ageing of the camera equipment, however overall, the bulk of the equipment was operational and available for use.
15. The percentage of camera faults responded to within the contracted 4hr timeframe	<ul style="list-style-type: none"> To promote community safety by providing efficient and reliable CCTV monitoring services 	60% +/-5%	59%	58%	57%	58%	58%	58%	Repairs performance, although below target, remains within threshold.

Indicator and Frequency	Target Outcome/Purpose	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Actual	Comments
16. The number of evidence discs of criminal incidents produced for Police Scotland	<ul style="list-style-type: none"> To work in partnership with Police Scotland, reduce incidences of crime and support detection 	Target N/A	143	143	194	142	622	612	Requirement for evidence discs highlights the reliance placed on the service by Police Scotland and the Procurator Fiscal.
Anti-Social Behaviour Out of Hours Service									
17. The number of calls received from the public re Anti-Social Behaviour	<ul style="list-style-type: none"> To provide the Out of Hours (OOH) telephony service for the Council's Anti-Social Behaviour Team 	Target N/A	2,051	2,376	2,045	1,979	8,451	7,503	This indicator captures the number of incoming calls received by the OOH Service. Performance shows a 13% increase on the number of calls in 2017/18.
18. The number of calls resulting in immediate action taken by Anti-Social Behaviour Team or Police Scotland		Target N/A	449	528	347	329	1,653	1,815	The total number of calls passed to the Anti-Social Response Officers and/or Police Scotland if a joint visit is required. Figure represents just under 20% of total calls received.
19. The percentage of calls signposted to other NL Services	<ul style="list-style-type: none"> To advise and direct calls to correct NLC departments 	Target N/A	398 (19%)	483 (20%)	466 (23%)	440 (22%)	1,787 (21%)	19%	This relates to calls for any Service within NLC and also includes calls not relating to Anti-Social Behaviour or the local area
Emergency Response Centre									
20. Average Emergency Response time	<ul style="list-style-type: none"> To promote community safety, resilience and contingencies planning by providing efficient and reliable CCTV monitoring and Emergency Response Centre services 	1hr +/-5mins	Not required	Due to no requirement for the ERC in 2017/18 or 2018/19, there are no times recorded for the set-up of equipment					
21. Provide central co-ordinating point for all	<ul style="list-style-type: none"> To provide Emergency Response Centre 	Target N/A	Not required	2 - The relay of CCTV images to	The relaying of CCTV images to external buildings was not required in 2018/19				

Indicator and Frequency	Target Outcome/Purpose	2018/19 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2018/19 YTD	2017/18 Actual	Comments	
contingencies planning, resilience and incidents including relay of CCTV images to Civic Centre and Amey, Bargeddie	facilities and CCTV links to the Civic Centre to support contingencies planning, resilience and incident management.							the Civic Centre occurred over a two day period in March 2018 due to the extreme bad weather.		
22. The number of monthly checks undertaken on contingency systems	<ul style="list-style-type: none"> To ensure that Emergency Response and Contingencies Planning resources are fully maintained and in a state of operational readiness 	12 (one per month)	3	3	3	3	12 Green	12	Monthly checks on the ERC laptops continue to take place and have been completed on time	
Efficiency										
23. Continued review and reduction of power consumption within TCA premises and operations	<ul style="list-style-type: none"> To reduce the organisation's carbon footprint 	£28,600 budgeted to reflect increasing energy costs	See year end outcome				£29,756	£25,311	Awaiting year end finalisation	

Appendix 2

Financial Statements as at 31st December 2018

Income & Expenditure	2018/19 Budget £	2018/19 Projected Outturn £	Projected Variance £	Commentary
Employee Costs	1,047,012	1,013,847	33,165	Primarily due to vacancies
Premises Costs	121,710	113,581	8,129	
Other Operating Costs	731,326	781,513	-50,187	Largely due to increased expenditure for legal fees, events and bodyworn cameras
Project Expenditure	315,000	273,689	41,311	Due to reduced activity which is offset by under recovery in income
Depreciation Charge	16,871	16,871	0	
Total Revenue Expenditure	2,231,918	2,199,501	32,418	
Public Space Monitoring Fees	(988,058)	(988,058)	0	
Other Monitoring Fees	(63,385)	(63,385)	0	
TCM Revenue	(91,000)	(94,015)	3,015	
Shopmobility Revenue	(126,500)	(125,552)	(948)	
Other Income	(153,343)	(227,225)	73,882	Receipt of Police Scotland funding
Project Income	(300,000)	(258,689)	(41,311)	Reduced activity compensatory underspend in expenditure
Antisocial Behaviour	(110,439)	(110,439)	0	
CCTV Training	(2,200)	0	(2,200)	
Internal Recharge Income	(418,276)	(430,651)	12,375	
Total Revenue Income	(2,253,200)	(2,298,014)	44,813	
Net (Surplus) / Loss	(21,282)	(98,513)	77,231	

Appendix 3

Balance Sheet

	<u>2017/18</u>	<u>2016/17</u>	<u>Comments</u>
	<u>£</u>	<u>£</u>	
Fixed Assets	456,221	461,687	Includes industrial unit - vacant
Debtors	443,596	277,265	Relates to invoices not yet due to be paid
Cash at bank/in hand	744,540	824,112	
Current Assets	1,188,136	1,101,377	
Creditors			
Amounts falling due within 1 year	414,752	388,615	Relates to invoices not yet due to be paid
Net Current Assets	773,384	712,762	
Long Term Creditors			
Amounts falling due after more than 1 year	15,846	27,707	
NET ASSETS	1,213,759	1,146,742	