



2nd July 2025

Members are summoned to attend the meeting of the **FINANCE AND OVERVIEW COMMITTEE** which will be held in the **KIDDERMINSTER ROOM, WYRE FOREST HOUSE** at **6:00 PM** on **7th JULY 2025**.

Hugh Peacocke

Chief Executive

Membership: Councillors Steve Hollands (Chair), John Beckingham, Ben Brookes, Liam Carroll, Bernadette Connor, Helen Dyke (Vice Chair), Doug Hine, Fran Oborski, Mary Rayner.

AGENDA

1. Apologies for absence

2. Declarations of interest

To receive declarations for items under consideration on this agenda in accordance with the Localism Act 2011 s32 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Members are reminded that should you declare a pecuniary interest at a meeting, it is your responsibility to inform the Monitoring officer.

3. Public Question Time

In accordance with Standing Order 3(c), to allow members of the public to make representations, ask questions, and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda.

4. Minutes (Appendix 1)

To receive and approve the minutes of the meeting of Finance and Overview Committee on held on 11th June 2025.

5. Strategic Risk Register (Appendix 2)

Quarterly review of the Council's Strategic Risk Register

6. Provision of IT infrastructure and Services (To follow)

Update on the provision for the Town Hall and the Town Council

7. The Town Hall Transformation Project (To follow)

To approve arrangements for an interim loan towards the completion of the project.

**KIDDERMINSTER TOWN COUNCIL
FINANCE AND OVERVIEW COMMITTEE**

**PRIVATE Minutes of the meeting held on Wednesday 11th June 2025 in the
Kidderminster Room, Wyre Forest House**

Present: Councillors: Steve Hollands (Chair), Liam Carroll, Helen Dyke (Vice Chair), Fran Oborski, Mary Rayner.

In Attendance: Mr H. Peacocke, Chief Executive
Mr. Adam Stockhall, Public Realm and Operations Manager, and
Mr. Chris Pugh, incoming Corporate Services Manager.

APOLOGIES FOR ABSENCE

Councillors Doug Hine, John Beckingham, Ben Brookes and Bernadette Connor.

The Chairman welcomed Chris Pugh to the meeting and the members wished him well in his new role.

1. DECLARATIONS OF INTEREST

None

2. PUBLIC QUESTION TIME

Nil

3. MINUTES

RESOLVED: That the minutes of the previous meeting held on 16th April 2025 be approved as a true record and signed by the Chair.

4. TERMS OF REFERENCE

The Chairman welcomed members to the first meeting of the expanded Finance and Overview Committee.

Members noted the Terms of Reference for the Committee.

5. ACCOUNTS PAID

The Committee received the cash book reports detailing income and expenditure from 1st April 2025 to 31st May 2025. It was noted that the finances continue to be dominated by Town Hall income and expenditure.

The total income for the period was £ £644,839.37, comprising largely of the first instalment of the precept - £612,143.

The total expenditure from 1st April 2025 to 31st May 2025 was £ 1,528,424.76, including £ 223,723.77 VAT.

Payments related largely to the Town Hall: £1,275,700 on the transformation project and £18,838 towards re-opening costs.

The other substantial payments were for loan charges of £78,472 and April salaries totalling £31,578.

RESOLVED: To approve payments totalling £ 1,528,424.76, including £ 223,723.77 VAT for the period 1st April to 31st May 2025.

6. BANK RECONCILIATIONS

The Committee received the Bank reconciliations for April, May 2025.

It was noted that the Council's bank balance had declined from £2M at the end of April to £1.3M at the end of May. This arose from ongoing expenditure on the Town Hall project, which no longer receives grant funding.

7. BUDGET MONITORING

The meeting reviewed the Council's income and expenditure at 31st May against budgets set for 2025-26.

RESOLVED: To vire the expenditure on agency costs, as detailed in the report.

8. Accounting Statements 2024-2025 (Appendix 6, to follow)

The Committee received the Council's annual accounts statement for the financial year ended 31st March 2025.

The Committee noted the points made in the report and noted that the Council was awaiting the internal auditor's report/ certification to Full Council on 25 June 2025.

9. Internal Audit Report

The CEO told the meeting that officers continued to address the items raised in the internal Auditor's report, including the 2 policies for approval later in this meeting:

- 15.1 Document retention Policy, and
- 15.2 Subject Access Requirement Policy

10. Vision 2025-2029 Action Plan

The CEO told the meeting that full council had approved the Vision 2025-2029 and that officers had now prepared an action plan to monitor how the objectives in the Vision were being progressed and delivered.

The Action plan contains KPI's and Metrics against which officers would report to each meeting of this committee, updating the status, as required.

Members discussed the arrangements at the tennis club and access for the public to use the courts. It was agreed that a representative from the Tennis Club be invited to a future meeting of the Services Committee.

RESOLVED: To Approve the Action Plan for the delivery of the Council's aims and objectives, as set out in the Council's Vision 2025-29.

11. Local Government reorganisation and Devolution Proposals (Appendix 8)

The Committee was requested to:

- Review the list of assets held by WFDC in the parish of Kidderminster .
- Authorise officers to conduct due diligence on all proposed assets.
- Assess the financial implications—short and long term.
- Consider associated risks, including legal liabilities, maintenance obligations, and delivery capacity
- Require the relevant independent surveys as noted in the table below, to be funded by WFDC.
- Require WFDC to pay KTC legal fees for any transfer.

The meeting noted the report and recommended that the Council's Officers are to progress this with WFDC, including financial arrangements to enable the Town Council to absorb the financial costs arising from these transfers.

In view of the above, the Committee recommended that the Town Council defers the decision to transfer the following parks:

- King George V Park
- Willowfield Park
- Forester Way Park
- Jerusalem Walk Park

This deferral accords with the consideration of a wider, more strategic approach from WFDC regarding devolution, as recommended above.

The Committee recommended:

The response from the Town Council to the District Council should require the following:

1. A strategic agreement by the District Council that Kidderminster Town Council should become the "Parks Authority" for all parks and open spaces in the parish of Kidderminster.

This should exclude White Wickets, unless/ until the various issues around title and buildings were resolved.

It was noted that the nature reserves would be transferred to other organisations.

2. The Town Council should request the transfer of strategic town centre car parks, which are important town centre infrastructure. Our partners in Kidderminster BID are also strongly of this view. The following car parks are recommended:

- Aldi Long Stay Car Park
- Bromsgrove Street Car Park
- Bullring Car Park

- Comberton Place - serves as a strategic link for those arriving by train and could strengthen our efforts to support sustainable travel into the town.
- St Mary's- has the potential to relieve some of the parking pressure currently placed on the churchyard and memorial area, where informal parking is causing ongoing damage and concern.
- The Horsefair triangle, - a key gateway to the town, is of interest to us given the location of our horse statue there. It represents a chance to visibly enhance arrival into Kidderminster while improving functionality at a prominent location.

Local management of all these sites would help ensure that decisions reflect the town's character, priorities, and day-to-day realities.

3. The Town Council should explore options on the Wyre Forest Leisure Centre
4. The Town council should request the transfer of the unit at Crosbie Grove, currently occupied by KTC Services team.

Members asked if it might be possible to add the ward address to the lands, parks and open spaces listed.

12. Press Release Protocol

The meeting considered a draft press release protocol.

It was noted that in the Vision Action plan, the aim was to have at least one press release per week.

Resolved: To Approve a Press release protocol for the Council.

13. Worcestershire Pension Fund Employers' Discretion Exercise

As this item was likely to disclose personal details, consideration was deferred until after the resolution was passed to exclude the press and public.

14. Approval of Policies

The CEO explained that these policies were part of the list of items picked up by the Council's Internal Auditor and were required for governance purposes.

Resolved: To Approve the Document Retention Policy and the Subject Access Policy, as presented.

15. Forward Work Programme

Noted.

16. Exclusion of the Press and Public

Resolved: that pursuant to the provisions of the Public Bodies (Admissions to Meetings) Act 1960, the public and press be excluded from the remainder of the meeting as confidential financial and personal information are likely to be disclosed.

17. Provision of IT infrastructure and Services

Members considered a report setting out future options for IT infrastructure and support services in the Town Hall.

Currently this is covered by an SLA with Wyre Forest District Council. The Town Council sought quotes for infrastructure from other suppliers which were much more competitive and also better tailored to Town Council operations and requirements. There was also concern regarding the longer term

It was noted that the SLA extends to 31 March 2027.

Members asked that security issues be addressed.

Resolved:

1. That the Town Council engage Cloudy IT to provide our Infrastructure and new line.
2. Officers are authorised to work on an exit strategy from our IT SLA with Wyre Forest District Council.
3. Officers to update the next Committee meeting.

18. Worcestershire Pension Fund Employers' Discretion Exercise

As part of the Worcestershire Pension Fund annual Employer Discretion Exercise, the LGPS noted that they do not hold a current policy for this Council on their records. They have therefore requested the Council to provide them with our current employer discretions policy by the 30th of June 2025.

The Council does not have this policy in place. Three of the Council's employees are members of the Scheme. Two employees carried their membership over when TUPE'd from Wyre Forest Council to this Council. One part time employee is also a member of the Scheme.

Resolved:

- A. To apply the same discretions that were allowable at the time of their transfer to the 2 employees TUPE'd over to this Council in 2018.
- B. The CEO is directed to check if the District Council discretions policy has changed since then and to report back to this Committee on any matters that might need to be considered, if there has been any changes since then.
- C. No discretions will be allowed for the part-time employee who is a member of the scheme.

Meeting closed at 7.40 pm

Signed: _____

Date: _____

Kidderminster Town Council

Public report to Finance & Overview Committee 7th July 2025

Agenda Item – 5. Strategic Risk Register

Quarterly review of the Council's Strategic Risk Register

Background

The Strategic Risk Register is used by the Council to identify, assess and manage risks that could impact the achievement of the Council's strategic objectives. It serves as a centralised document that lists potential risks, their likelihood and impact, and the mitigation measures, current and proposed, to deal with identified risks.

The Council formally adopted the attached Strategic Risk Register at the meeting of Full Council on 16th of April 2025.

This Committee is tasked under its terms of reference to carry out a quarterly review of the register. This will include an annual report to the April meeting a Full Council.

Regular reviews

The review process involves:

1. Updating risks: assessing new risks that may have emerged and removing any that might have been resolved;
2. Evaluating mitigation strategies: reviewing the effectiveness of existing risk management strategies and making any adjustments necessary;
3. Monitoring changes: keeping an eye on external and internal factors that may affect risk levels;
4. Evaluating any changes to the likelihood or impact of identified risks.

Issues

1. The valuation of likelihood and impact of risks is a relatively subjective exercise. The attached review of the Strategic Risk Register includes some adjustments to likelihood and impacts, shown as tracked changes. The Committee is requested to consider these adjustments.
2. The internal auditor has identified supplier fraud as a risk that should be added to the Register. Please see item 15, where this matter is addressed.

Recommendation

The Committee is recommended to consider the attached amendments to the Strategic Risk Register and carry out the quarterly review of the Register.

Hugh Peacocke, Chief Executive Officer

2nd July 2025.

*The impact relates solely to the impact on Kidderminster Town Council as a corporate body.

** Inherent Risk is the product of Impact multiplied by Probability. Both Impact and Probability are assessed on a scale of 1 to 10, where 1 is a low score and 10 the highest. Therefore the higher the Inherent Risk Score, the more significant it is thought to be. Inherent Risk Score provides a means of prioritising management time and effort by highlighting areas of concern on a numerical scale. Subsequent experience and changes in circumstances over time can result in the need to re-value the scores for Impact and Probability.

***Residual Risk is the perceived risk remaining after current and planned actions have been taken. While good controls and mitigating plans are essential in managing strategic risks, some risks cannot be completely eliminated or may take some time to control following an incident.

Risk No.	Risk or Trigger Event	Impact*	Probability	Inherent Risk Score **	Current Controls	Other Mitigating Plans	Revised Impact	Revised Probability	Residual Risk ***
1.	IT Systems failing	8	3	24	<ul style="list-style-type: none"> WFDC SLA Disaster recovery service in place. Daily data back-up in place. Hardware replacement service in place. All documents and emails in 'the Cloud' Accounts software hosted with a provider Cyber insurance in place 	Through SLA: <ul style="list-style-type: none"> Regular testing of disaster recovery service and data backup Warranty in place for onsite server with NBD Response Email Backup in place for testing Spare laptops to provide to affected users 	10	1	10
2.	Town Hall project non-completion	9	43	3627	Project management and cost control consultants	Project cash flows and tight control of expenditure	9	32	2748
					Weekly Client meetings	Weekly updating of risk register			
						Seeking additional funding			
3.	Town Hall not delivering	8	34	2432	Planning for return, to cover all classes of use.	Recruited business development officer. Commissioning necessary infrastructure to make it work	34	2	68
4.	Grounds Maintenance contractor not performing	8	4	32	Terms of contract	<ul style="list-style-type: none"> Regular review meetings/ Reporting against KPI's 	2	2	4
5.	Sudden loss of key staff	8	4	32	Employment benefits <u>Staff restructured to better enable progression.</u>	Staff restructure to better enable progression. <ul style="list-style-type: none"> Staff retention programme Buy in outside expertise Review employment Policies 	6	2	12

Risk No.	Risk or Trigger Event	Impact*	Probability	Inherent Risk Score **	• Current Controls	• Mitigating Plans	Revised Impact	Revised Probability	Residual Risk ***
6.	Significant change in funding, sudden large unexpected expenditure, inflation, abnormal materials inflation	10	5	50	<ul style="list-style-type: none"> • Budget monitoring and reporting. • Insurance to cover major identifiable risks. • Reserves position frequently monitored. • Four-year budget planning in place. • Reserves policy in place. • Procurement arrangements in place. 	<ul style="list-style-type: none"> • Use of Public Works Loan Board and other sources to obtain funds. • Use reserves. • Increase precept. • Increase income from services. • Longer-term financial planning 	4	3	12
7.	Disaster impacting on the town	7	2	14	<ul style="list-style-type: none"> • Emergency contact list and list of resources maintained by the Services Team. • Key individuals will make themselves available. Active monitoring of information sources. • Accept instructions from Category 1 responders, i.e. emergency services, WFDC. WCC. WMP. 	<ul style="list-style-type: none"> • Take part in consultations and exercises run by Category 1 responders. • Initiate and/or take part in post incident reviews. • Undertake any relevant training. 	5	2	10
8.	Fraud, misconduct, gross underperformance	7	2	14	<ul style="list-style-type: none"> • Financial Regulations in place, including payments authorisation, quarterly internal audits, spot checks. • Audit reports reviewed. • Insurance cover for identifiable risks. • Performance management procedures in place, including monthly reviews and annual appraisals. • List of payments and Income and Expenditure presented quarterly to F & O. • Code of conduct for members and officers. 	<ul style="list-style-type: none"> • Consider obtaining news management service if an incident occurs. • Additional management performance training. • Additional risks to be covered by insurance • Extra staff resources for improved compliance 	3	1	3

Risk No.	Risk or Trigger Event	Impact*	Probability	Inherent Risk Score **	• Current Controls	Mitigating Plans	Revised Impact	Revised Probability	Residual Risk ***
9.	Confidential or sensitive information being disclosed.	5	2	10	<ul style="list-style-type: none"> • Councillor and staff induction and • training in place. • Security measures in place, e.g. use of • safe(s), shredder. • (Very little sensitive confidential information is • held). 	Training for Data Protection Regs and use of email	5	1	5
10.	Loss of access to offices	4	3	12	<ul style="list-style-type: none"> • Kit available to facilitate working from home. • Zoom/ Virtual meetings 	Ensure all staff have capability for remote working, where applicable.	1	3	3
11.	Loss of Town Hall contents including civic regalia	6	3	18	<ul style="list-style-type: none"> • All contents including regalia insured. • Most valuable regalia kept in safe place/ storage. • Attendant with Mayor at all times when full chain is worn. • All important paperwork scanned to IT System. 	Return to Town Hall safe when feasible	2	2	4
12.	Injury or accident at an event organised by the Council	9	3	27	<ul style="list-style-type: none"> • Risk assessments carried out for each event. • Training/ guidance provided to all workers/ volunteers at each event. • Insurances in place. • PPE and hi-vis jackets provided, where required. • Lost/ found, first aid cover provided 	Each event reviewed afterwards	3	2	6

Risk No.	Risk or Trigger Event	Impact*	Probability	Inherent Risk Score **	Current Controls	Mitigating Plans	Revised Impact	Revised Probability	Residual Risk ***
13.	Illegal or unauthorised action by the Council	9	2	18	<ul style="list-style-type: none"> • Standing orders • Financial Regulations • Code of conduct for Members and officers • Trained officers • Legal SLA with WFDC • Advice from networks- WALC, SLCC 	<ul style="list-style-type: none"> • Training and development where required for members and officers. • Annual reviews of Standing Orders, Financial regulations and Strategic Risk register 	9	1	9
14.	Injury or accident arising on KTC properties or delivery of KTC services	9	4	36	<ul style="list-style-type: none"> • Insurances in place • Services Dept has comprehensive risk management plans • Relevant staff training • Recruitment of staff with relevant skills and experience 	<ul style="list-style-type: none"> • Town Hall will have risk management plan • Health and Safety champion appointed 	7	2	14
<u>15.</u>	<u>Supplier fraud.</u>	<u>8</u>	<u>4</u>	<u>32</u>	<ul style="list-style-type: none"> • <u>always call the supplier to check the veracity of a request, using details in your system, rather than those on any associated letter or email.</u> 	<u>training for staff to alert them to the potential risks of providing sensitive company information, by phone or other means, especially contract and account information. (we do call suppliers to verify, on the odd occasion when this arises)</u> <u>The Corporate Services Manager to approve a supplier bank account change after having reviewed the process undertaken to verify the supplier details change</u> <u>Annual review of supplier accounts to be undertaken to remove any dormant accounts.</u>	<u>8</u>	<u>2</u>	<u>16</u>

						<div>- <u>checking address and financial health details with Companies House?</u></div> <div>- <u>checking samples of online payments to supplier invoices to ensure the payment has been made to the supplier bank account.?</u></div>			
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**KIDDERMINSTER TOWN COUNCIL
FINANCE AND OVERVIEW COMMITTEE MEETING 7TH JULY 2025.**

PUBLIC REPORT TO TOWN COUNCILLORS

AGENDA ITEM: 7. The Town Hall Transformation Project

To approve arrangements for an interim loan towards the completion of the project.

1. BACKGROUND

On 16th April the Council resolved to seek authority to borrow up to £1.25M to complete the Town Hall Transformation project.

The Dept. is looking at issues around the LUF funding and also the level of borrowings that we already have on this project. However, the expectation is that at some stage, that we will get approval.

We can borrow for up to 12 months, without approval. The District Council is seeking approval from their Cabinet to make a short-term loan to see us through until we borrow from the Public Works Loan board and repay them. This still requires cabinet approval.

2. THE PROPOSAL

- 2.1 The District Council's proposal is to utilise the Capital Projects fund to grant a Development Loan to a third party (Kidderminster Town Council), to deliver an intervention that supports economic growth and regeneration and furthers the District Council's priority for a clean safe and green place to live work and visit.
- 2.2 The Town Council's ambition is for the Town Hall to become known and used as a community meeting and cultural venue rather than for just concerts and events. In recent years, the Town Hall has not been used to its full potential and there has been a narrowing of audiences which means that many people in the local community have failed to benefit from the facility or can see the relevance of the Hall to their lives. Therefore, the fundamental objective underpinning the proposal is that Kidderminster Town Hall will cater for all the community, providing a range of activities, events, performances, learning opportunities and reasons to meet at the venue irrespective of age or background.
- 2.3 It will be open daytime and evenings, throughout the week and weekend, unlike previous arrangements where the public spaces are only open for an event.

Key project objectives

- Consideration of access, circulation and security for all to feel welcome and safe.

- Upgrading of performance/event venues and the back of house functions, in order to attract a range of high quality productions to the Town Hall.
- Rear vehicle access for visiting productions to load/unload with access to the stage.
- A new courtyard meeting space at the heart of the Town Hall, uniting the two sides of the building.
- Front of house refurbishments to enhance the visitor experience for all.
- To reimagine the variety of existing spaces within Kidderminster Town Hall, which if adapted and used creatively can increase the range of events and activities offered.
- To refurbish and protect the buildings historical assets, to allow them to be enjoyed and appreciated by generations to come.
- To contribute to the revitalisation of Kidderminster at town centre, district and area wide levels.

2.4 The loan will be drawn down to fund the construction costs and associated professional fees in delivering the final phase of the project – completion of the podium and final fit out. Funds will be drawn down on a monthly basis with costs incurred to be certified by an independent monitoring surveyor. The loan will be repaid from the PWLB loan secured by the Kidderminster Town Council following sign-off of the approval by the minister or on the termination date which falls 1 year from the date of the first draw down.

2.5 Whilst the Town Council has presented a case to MHCLG that portrays an entity in distress, the Town Council is able to raise Council Tax in order to meet the debt servicing costs. Town and Parish Councils are not subjected to the same Council Tax referendum principle limits as Principal Local Authorities (such as District and County Councils).

2.6 The Local Government Act 2003 (section 13) restricts local authorities from using their property as security for loans but the definition of local authorities hasn't been extended to include parish councils. It is intended that the Loan will be secured by way of, for example a first legal charge over the property (Kidderminster Town Hall). The Council's position will be further protected by collateral warranties from the Contractor and any sub-contractor, consultant or professional with design responsibilities which will protect the value of the work done.

3. **CONCLUSION AND RECOMMENDATIONS**

The intervention by the District Council, if approved at Cabinet, would put the Town Council back on a sound financial footing and enable the Town Council to complete the Town Hall transformation project, while awaiting approval to borrow from the Department of local Government.

The increased cost, over and above the borrowing rate from the Public Works Loan Board are marginal, at 0.4%.

The attached cash flow projection for 2025-26 shows how the intervention would be reflected in the Town Council's finances, based on the following assumptions:

1. Receipt of interim loan of £809,058 in July
2. A further receipt of interim loan of £248,120 in August
3. Repayment of £1,057,518 by 31st December
4. Income from Public Works Loan Board up to £1,250,000 by 31st December.

The Committee is recommended to approve the above arrangements.

Also attached are cash flow projections for 2026-27 and 2027-28.

The projections for 2026-27 include a precept increase of 30% to finance payment of retention monies on the Town Hall project (£159,083) and increased loan charges, which will be a matter for Full Council to determine.

It is anticipated that the Council will be on a sound financial footing with that level of precept and the projections for 2027-28 are based on a precept increase of 5%.

Hugh Peacocke
Chief Executive Officer

4th July 2025.

Cash Flow projections 2025/26

	June	July	August	September	October	Nov	Dec	Jan	Feb	March	25/26 TOTAL
KTC Salaries - paid to WFDC		31,526	71,472	80,000	40,000	40,000	40,000	40,000	40,000	40,000	422,998
SLA - paid to WFDC		35,330	0	0	35,330	0	35,330	0	0	35,330	141,320
KTC loan charges		0	0	0	30,688	47,784	0	0	0	0	78,471
Elections invoice		0	0	0	0	0	31,772	0	0	0	31,772
KTC Exp		152,020	88,520	91,091	55,591	56,591	51,091	81,791	51,091	51,091	678,877
KTC inc		(1,042)	(4,042)	(10,917)	(6,708)	(6,708)	(8,583)	(6,708)	(6,708)	(13,583)	(65,000)
KTC inc - precept		0	0	0	(612,143)	0	0	0	0	0	(612,143)
WFDC Short term loan		(809,058)	(248,120)	0	0	0	1,057,178	0	0	0	(0)
Potential WFDC loan charges		0	3,438	4,493	4,493	4,493	4,493	0	0	0	21,410
PWLB Loan		0	0	0	0	0	(1,250,000)	0	0	0	(1,250,000)
Potential PWLB loan charges		0	0	0	0	0	0	0	0	0	0
Podium		50,948	138,000	140,000	41,640	0	0	0	0	0	370,588
TH Exp		245,036	536,215	66,767	0	0	0	0	0	0	848,018
LUF income		0	0	0	0	0	0	0	0	0	0
Retention		0	0	0	0	0	0	0	0	0	0
Vat Expenditure		96,667	152,547	59,572	26,512	11,318	17,284	16,358	10,218	17,284	407,761
Vat repayment (income)		0	0	(351,914)	0	0	(97,402)	0	0	(43,861)	(493,176)
Total Inc/Exp		(198,573)	738,029	79,092	(384,597)	153,478	(118,837)	131,441	94,601	86,261	580,895
KTC Balance	927,438	1,126,012	387,982	308,890	693,487	540,010	658,847	527,406	432,805	346,544	346,544

	Cash Flow Projections 2026/27												
	April	May	June	July	August	Sept	October	Nov	Dec	Jan	Feb	March	26/27 TOTAL
KTC Salaries	46,560	46,560	46,560	46,560	46,560	46,560	46,560	46,560	46,560	46,560	46,560	46,560	558,717
SLA's paid to WFDC	37,030	0	0	37,030	0	0	37,030	0	0	37,030	0	0	148,120
Loan Charges	30,688	47,784	0	0	0	0		78,471	0	0	0	0	156,943
Elections Invoice	0	0	0	0	0	0	0	0	0	0	0	0	0
KTC Exp	75,620	51,620	51,620	51,620	51,620	51,620	56,820	57,420	51,620	83,420	51,620	51,620	686,236
KTC Income	(12,733)	(12,733)	(15,233)	(12,733)	(12,733)	(20,733)	(12,733)	(12,733)	(15,233)	(12,733)	(12,733)	(20,733)	(173,800)
KTC precept	0	(795,786)	0	0	0	0	(795,786)	0	0	0	0	0	(1,591,572)
WFDC Short term loan	0	0	0	0	0	0	0	0	0	0	0	0	0
WFDC loan charges	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB Loan	0	0	0	0	0	0	0	0	0	0	0	0	0
PWLB Loan Charges	0	48,000	0	0	0	0	48,000	0	0	0	0	0	96,000
Podium	0	0	0	0	0	0	0	0	0	0	0	0	0
Town Hall Project Exp.	0	0	0	0	0	0	0	0	0	0	0	0	0
LUF Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Retention	0	0	153,845	0	0	0	5,238	0	0	0	0	0	159,083
VAT Exp	22,530	10,324	41,093	17,730	10,324	10,324	19,818	11,484	10,324	24,090	10,324	10,324	198,688
VAT income	0	0	(50,138)	0	0	(69,147)	0	0	(41,625)	0	0	(44,738)	(205,648)
Total Inc/exp	199,694	(604,232)	227,746	140,206	95,770	18,623	(595,054)	181,201	51,645	178,366	95,770	43,032	32,767
KTC Balance	151,342	755,575	527,829	387,623	291,853	273,230	868,284	687,083	635,438	457,072	361,302	318,270	318,270

	Cash Flow Projections 2027/28												
	April	May	June	July	August	Sept	October	Nov	Dec	Jan	Feb	March	27/28 TOTAL
Salaries	47,957	47,957	47,957	47,957	47,957	47,957	47,957	47,957	47,957	47,957	47,957	47,957	575,479
SLA's	38,840	0	0	38,840	0	0	38,840	0	0	38,840	0	0	155,360
Loan Charges	30,688	95,784	0	0	0	0	48,000	78,471	0	0	0	0	156,943
KTC Exp	75,828	51,536	51,536	51,536	51,536	51,536	57,036	57,836	51,536	84,436	51,536	51,536	687,428
KTC income	(13,583)	(13,583)	(16,083)	(13,583)	(13,583)	(21,583)	(13,583)	(13,583)	(16,083)	(13,583)	(13,583)	(21,583)	(184,000)
Precept	0	(835,575)	0	0	0	0	(835,575)	0	0	0	0	0	(1,671,150)
VAT Exp	22,934	10,307	10,307	18,075	10,307	10,307	19,175	11,567	10,307	24,655	10,307	10,307	168,558
VAT income	0	0	(43,565)	0	0	(38,690)	0	0	(41,050)	0	0	(45,270)	(168,574)
Total Inc/exp	202,663	(643,575)	50,152	142,825	96,217	49,527	(638,150)	182,248	52,667	182,305	96,217	42,947	(183,958)
KTC Balance	115,607	759,182	709,030	566,205	469,988	420,461	1,058,611	876,363	823,696	641,391	545,174	502,227	502,227