

# **APPENDIX A**

## **FINANCE DIGEST**

### **General Fund Financial Monitoring**

**Period 7  
(October 2010)**

# Foreword

The monthly Finance Digest is the key tool for raising awareness of financial issues throughout the Council at both member and officer level.

If you have any comments or queries on its contents and presentation, or a suggestion for an item to be included, please contact Steve Akehurst (on extension 7439).

The Finance Digest brings together the key indicators that describe Watford's financial health. It provides a regular update on the progress of spend against the Council's revenue and capital budgets, and performance in a number of discrete areas.

## Part 1 – Budgetary Control

The Council's latest forecast of its financial position for the year, assessing expected spend for the year against the agreed budget by service area. It includes information on Key Risks and Volatile budgets, and any action taken to mitigate their impact. Revenue spend is forecast monthly, and capital updates are normally provided on a quarterly basis.

## Part 2 - Performance Indicators

This section provides the latest performance information.

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## A. General Fund ~ Revenue

- A.1 This report provides an update, in summary form, of the latest position as at 31<sup>st</sup> October 2010 on the Council's budget for the current financial year.
- A.2 The forecast out turn net expenditure for 2010/11 at the end of period 7 is predicted to be £17,432k and needs to be reconciled back to the net budget requirement agreed at the start of the year of £16,532k. The difference of £900k comprises the following:

	£k
* Anticipated use of Earmarked Reserves	281
* Carry Forward Items approved by Audit Committee	155
* Carry Forward Items re Shared Services	159
* Forecast drawdown on CPZ Reserve to fund balance of Cassiobury CPZ implementation (£51k) and the annual programme of parking meter replacements (£32k).	83
* Forecast Overspend on General Fund	222

- A.3 The first three items totalling £595k were all anticipated either when setting the Budget or closing the final accounts for 2009/2010. The funding of CPZ initiatives (£83k) are drawn down on the specific earmarked reserve. The last variation (£222k) is the current forecast overspend for 2010/2011.
- A.4 The forecast overspend on the General Fund was not planned and indicates pressures on existing budgets largely due to the effects of the economic recession. These include an unprecedented period of low interest rates which affects investment interest returns; a fall in commercial rent income due to rent free and vacancy levels; trade waste income being down due to lower demand; and land charge fee income down due to legislative changes.
- A.5 For the remainder of the year, there is likely to be further adverse variances relating to vacancy levels at Charter Place and the Market; potential additional costs of concessionary fares due to an increase in the volume of trips; and additional costs related to housing and council tax benefit administration and subsidy. On the positive side there should be a favourable variance relating to more accurate forecasting of vacancy levels. These will all be quantified for the period 8 reporting period.
- A.6 An analysis of variances and salaries expenditure are shown in Tables 2&3.
- A.7 Table 4 presents a summarised view, to management, of the Key Risk areas identified from this month's Budget Monitor.









## Icons

Icons have been used to indicate the severity of the variation against budget.

The key is as follows :

- ☺ Forecast net expenditure is within budget.
- ☹ Forecast net expenditure is as per budget
- ⊗ Forecast net expenditure is over budget but there is no cause for concern at this stage.
- ! Forecast net expenditure is more than 10% or £50k over budget and is a cause for concern.

**Table 1 - General Fund Summary**

<b>GENERAL FUND VARIANCE SUMMARY for PERIOD 7 2010/11</b>						
	<b>Current Budget</b>	<b>Variances previously report</b>	<b>Variances This Month</b>	<b>Forecast Out-turn</b>	<b>Variance</b>	
<b>SERVICE AREA</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>%</b>	
						<input type="checkbox"/>
<b>CORPORATE SERVICES</b>	728	(56)	(4)	668	(8.2)	
<b>COMMUNITY SERVICES</b>	8,870	(57)	63	8,876	0.1	
<b>ENVIRONMENTAL SERVICES</b>	6,033	105	13	6,151	2.0	<b>!</b>
<b>PLANNING</b>	3,188	201	(138)	3,251	2.6	<b>!</b>
<b>CORPORATE MANAGEMENT</b>	1,371	0	0	1,371	0	
<b>LEGAL AND PROPERTY SERVICES</b>	(3,410)	258	0	(3,152)	7.6	<b>!</b>
<b>SHARED SERVICES IMPLEMENTATION</b>	618	0	0	618	0	
<b>SHARED SERVICES</b>	0	0	0	0	0	
<b>STRATEGIC FINANCE</b>	(271)	70	(150)	(351)	(29.5)	
<b>NET GENERAL FUND BUDGET</b>	<b>17,127</b>	<b>521</b>	<b>(216)</b>	<b>17,432</b>	<b>1.8</b>	
<b>TRANSFER TO/(FROM) RESERVES</b>	(595)	(220)	137	(678)		
<b>TRANSFER TO/(FROM) WORKING BALANCE</b>	(346)	(301)	79	(568)		
<b>NET BUDGET REQUIREMENT</b>	<b>16,186</b>	<b>0</b>	<b>0</b>	<b>16,186</b>		
<b>GENERAL FUND WORKING BALANCE</b>						
<b>OPENING WORKING BALANCE</b>	1,696	0	0	1,696		
<b>TRANSFER TO/(FROM) WORKING BALANCE</b>	(346)	(301)	79	(568)		
<b>CLOSING WORKING BALANCE</b>	<b>1,350</b>	<b>(301)</b>	<b>79</b>	<b>1,128</b>		

**Table 2 - Variance Analysis By Service and Cost Centre**

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Corporate Services</b>	Management Team	0	0	0	0	No variance for this period.
	Partnerships & Performance	643	(41)	(4)	598	Various forecasted underspends throughout cost centres.
	Customer Services	10	0	0	10	No variance for this period.
	Corporate Projects	75	(15)	0	60	No variance for this period.
<b>TOTAL for Corporate Services</b>		<b>728</b>	<b>(56)</b>	<b>(4)</b>	<b>668</b>	

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Community Services</b>	Parks and Open Spaces	2,216	0	0	2,216	No variance for this period.
	Sports and Arts	4,481	(66)	63	4,478	Unforeseen costs of keeping Colosseum open beyond anticipated closing date.
	Housing	2,173	9	0	2,182	No variance for this period.
<b>TOTAL for Community Services</b>		<b>8,870</b>	<b>(57)</b>	<b>63</b>	<b>8,876</b>	

**Variance Analysis By Service and Cost Centre (Continued)**

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Environmental Services</b>	Environmental Health & Licensing	1,698	23	0	1,721	No variance for this period.
	Street Cleansing	2,107	0	0	2,107	No variance for this period.
	Waste & Recycling	2,228	82	13	2,323	Trade Waste Collection Charges forecast to be less than expected, offset by reduction in Disposal Charges, refurbishment of bins and a freeze on spending.
<b>TOTAL for Environmental Services</b>		<b>6,033</b>	<b>105</b>	<b>13</b>	<b>6,151</b>	



**Variance Analysis By Service and Cost Centre (Continued)**

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Planning Services</b>	Development Section	913	(7)	0	906	No variance for this period.
	Transport and Infrastructure	1,778	208	(138)	1,848	Reductions in income from P & D receipts and parking income off-set by under spend in some Contracted Service and supplies and services £7k. Net cost of purchase of replacement parking machines £32k. Adjustment to previous provision for Cassiobury CPZ as no longer required (£177k).
	Policy Team	497	0	0	497	No variance for this period.
<b>TOTAL for Planning Services</b>		<b>3,188</b>	<b>201</b>	<b>(138)</b>	<b>3,251</b>	

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Corporate Management</b>	Corporate Management	1,371	0	0	1,371	No variance for this period.
<b>TOTAL for Corporate Management</b>		<b>1,371</b>	<b>0</b>	<b>0</b>	<b>1,371</b>	

**Variance Analysis By Service and Cost Centre (Continued)**

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Legal and Property Services</b>	Legal and Democratic	1,845	0	0	1,845	No variance for this period.
	Property	(5,792)	254	0	(5,538)	No variance for this period.
	Buildings and Projects	537	4	0	541	No variance for this period.
<b>TOTAL for Legal and Property Services</b>		<b>(3,410)</b>	<b>258</b>	<b>0</b>	<b>(3,152)</b>	

	Description	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Shared Services Implementation</b>		618	0	0	618	No variance for this period.
<b>TOTAL for Shared Services Implementation</b>		<b>618</b>	<b>0</b>	<b>0</b>	<b>618</b>	

**Variance Analysis By Service and Cost Centre (Continued)**

	Description	Current Budget	Variences previously report	Variences This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Shared Services</b>	Revenues and Benefits	0	0	0	0	No variance for this period.
	BIS	0	0	0	0	No variance for this period.
	Human Resources	0	0	0	0	No variance for this period.
	Finance	0	0	0	0	No variance for this period.
<b>TOTAL for Shared Services</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

	Description	Current Budget	Variences previously report	Variences This Month	Forecast Out-turn	Out-turn Variance since last month
		£000's	£000's	£000's	£000's	
<b>Strategic Finance</b>	Finance and Resources	266	0	0	266	No variance for this period.
	Finance Services Client	32	0	0	32	No variance for this period.
	Revs & Benefits Client	1,092	0	0	1,092	No variance for this period.
	I.C.T. Services Client	0	0	0	0	No variance for this period.
	H.R. Client	0	0	0	0	No variance for this period.
	Procurement	0	0	0	0	No variance for this period.
	Corporate Costs	2,811	70	(150)	2,731	Favourable variances due to rating revaluations (£68K); VAT refund – cemeteries (£25K); over provision for pay award (£57K).
	Capital & FRS17 Adj.	(4,472)	0	0	(4,472)	No variance for this period.
<b>TOTAL for Strategic Finance</b>		<b>(271)</b>	<b>70</b>	<b>(150)</b>	<b>(351)</b>	

**Table 3: Salary Breakdown- Variance Analysis**

SERVICE AREA	Previous Year Final	Original Budget	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Variance		Comments
	£000's	£000's	£000's	£000's	£000's	£000's	%	😊	
<b>Corporate Services</b>	N/A	1,543	1,683	(56)	10	1,637	(2.7)	😊	Additional superannuation cost – not in scheme previously.
<b>Community Services</b>	N/A	3,276	3,247	(30)	0	3,217	(0.9)	😊	No variance for this period.
<b>Environmental Services</b>	N/A	4,185	4,224	48	0	4,272	1.1	😞	No variance for this period.
<b>Legal &amp; Property Services</b>	N/A	2,099	2,099	17	0	2,116	0.8	😞	No variance for this period.
<b>Planning</b>	N/A	1,920	1,920	(45)	0	1,875	(2.3)	😊	No variance for this period.
<b>Corporate Mgmt</b>	N/A	486	486	0	0	486	0	😊	No variance for this period.
<b>Strategic Finance (includes FRS 17 Adjustment)</b>	N/A	(133)	(133)	0	0	(133)	0	😊	No variance for this period.
<b>Non-Shared Service Total</b>	<b>N/A</b>	<b>13,376</b>	<b>13,526</b>	<b>(66)</b>	<b>10</b>	<b>13,470</b>			

### Salaries Variance Analysis (Continued)

SERVICE AREA	Previous Year Final	Original Budget	Current Budget	Variences previously report	Variences This Month	Forecast Out-turn	Variance		
	£000's	£000's	£000's	£000's	£000's	£000's	%	☺	
<b>Shared Services Implementation</b>	N/A	665	331	0	0	331	0	☺	No variance for this period.
<b>Revenues &amp; Benefits</b>	N/A	2,191	2,191	0	0	2,191	0	☺	No variance for this period.
<b>ICT</b>	N/A	0	0	0	0	0	0	☺	No variance for this period.
<b>Human Resources</b>	N/A	626	626	0	0	626	0	☺	No variance for this period.
<b>Finance</b>	N/A	0	0	0	0	0	0	☺	No variance for this period.
<b>Shared Services Total</b>	<b>N/A</b>	<b>3,482</b>	<b>3,148</b>	<b>0</b>	<b>0</b>	<b>3,148</b>			
<b>Salaries Total</b>	<b>N/A</b>	<b>16,858</b>	<b>16,674</b>	<b>(66)</b>	<b>10</b>	<b>16,618</b>			
<b>Consultancy</b>	<b>N/A</b>	<b>318</b>	<b>283</b>	<b>5</b>	<b>(10)</b>	<b>278</b>	<b>(1.8)</b>	☺	Reduction in Corporate Services – Deferral of Equality Accreditation.
<b>Total</b>	<b>N/A</b>	<b>17,176</b>	<b>16,957</b>	<b>(61)</b>	<b>0</b>	<b>16,896</b>			

**Table 4 - Key Risk areas**

	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Variance		Current assessment of out-turn position	Mitigating action taken
	£000's	£000's	£000's	£000's	%	☺		
<b>Investment Interest</b>	(696)	200	0	(496)	28.7	!	Reduced cash portfolio combined with continuing low interest rates	Situation will not improve
<b>Commercial Property Income</b>	(2,218)	237	0	(1,981)	10.7	!	Rent free period at former Woolworth's .	
<b>Charter Place Markets Rents</b>	(549)	0	0	(549)	0	☺	No variance for this period.	
<b>Planning Fees</b>	(340)	3	0	(337)	0.9	⊗	Land charges income lower than budgeted for due to changes in legislation.	
<b>Building Control fees</b>	(249)	0	0	(249)	0	☺		
<b>Land Charges Income</b>	(100)	30	0	(70)	30.0	!		

**Table 4 - Key Risk areas (Continued)**

	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Variance		Current assessment of outturn position	Mitigating action taken
	£000's	£000's	£000's	£000's	%	☺		
<b>Colosseum</b>	314	0	63	377	20.1	!	Unforeseen costs of keeping Colosseum open beyond anticipated closing date.	
<b>Trade Refuse Income</b>	(750)	17	34	(699)	6.8	!	A fall off in demand for this service.	
<b>Recycling Income</b>	(561)	0	0	(561)	0	☺	No variance for this period.	
<b>Council Tax and Rent Allowance Net Expenditure</b>	301	0	0	301	0	☺	No variance for this period.	
<b>Parking Account- non-CPZ</b>	(141)	10	7	(124)	12.1	!	Lower than forecast income from Non-CPZ due to closure of Colosseum and reduction in P & D.	
<b>Parking Account- CPZ</b>	(1,404)	220	(137)	(1,321)	5.9	!	Use of CPZ Reserve for remaining cost relating to one off implementation of Cassiobury CPZ and annual replacement of parking meters.	Transfer from CPZ earmarked Reserve had always been intended.

## **Revenue Items of Report**

In accordance with Council procedures the following items are reported for Cabinet's information/ approval

### **Pay and Display Machines**

It is normal practice to replace time expired parking equipment on a rolling annual basis. It is therefore the intention to replace 10 machines in 2010/2011 and will be funded from the CPZ Reserve. This has not been included within detailed estimates but has no effect upon the General Fund Working Balance.

### **Provision for Pay Award**

Detailed estimates had included a provision of £140k to cover any pay award with an effective date of April 2009. It is likely that this will not be required and £57k has been released at this time. The residual £83k has been retained as a contingency in case there is an award to lower paid staff (£40k), and to fund any successful appeals against pay and grading.



## **Capital Programme**

B.1 The position is summarised as follows and broken down in the following tables.

		2010/11	2011/12	2012/13	2013/14	2014/15
		Budget	Budget	Budget	Budget	Budget
<b>CAPITAL PROGRAMME FINANCING</b>		£	£	£	£	£
<b>Spend</b>						
General Fund Programme		14,383,158	8,915,325	4,994,570	2,366,570	1,000,000
Section 106 Programme		1,901,217	826,000	20,000	20,000	0
<b>Total Capital Programme</b>		<b>16,284,375</b>	<b>9,741,325</b>	<b>5,014,570</b>	<b>2,386,570</b>	<b>1,000,000</b>
<b>Funding</b>						
Grants and Contributions		808,000	300,000	0	0	0
Reserves		317,000	0	0	0	0
Capital Receipts		13,204,158	8,615,325	4,994,570	2,366,570	1,000,000
Section 106 Schemes		1,901,217	826,000	20,000	20,000	0
Section 106 Woodside		54,000	0	0	0	0
<b>Total Capital Financing</b>		<b>16,284,375</b>	<b>9,741,325</b>	<b>5,014,570</b>	<b>2,386,570</b>	<b>1,000,000</b>

<b>AVAILABLE FUNDING - CAPITAL RECEIPTS</b>		<b>2010/11 Budget £</b>	<b>2011/12 Budget £</b>	<b>2012/13 Budget £</b>	<b>2013/14 Budget £</b>	<b>2014/15 Budget £</b>
Balance brought forward		25,497,994	14,043,836	7,178,511	3,683,941	2,817,371
Used for Financing		(13,204,158)	(8,615,325)	(4,994,570)	(2,366,570)	(1,000,000)
New Receipts		1,750,000	1,750,000	1,500,000	1,500,000	0
<b>Balance carried forward</b>		<b>14,043,836</b>	<b>7,178,511</b>	<b>3,683,941</b>	<b>2,817,371</b>	<b>1,817,371</b>
<b>AVAILABLE FUNDING - S106</b>						
<b>AVAILABLE FUNDING - S106</b>		<b>2010/11 Budget £</b>	<b>2011/12 Budget £</b>	<b>2012/13 Budget £</b>	<b>2013/14 Budget £</b>	<b>2014/15 Budget £</b>
Balance brought forward		5,144,396	3,338,517	2,651,705	2,772,681	2,895,471
Used for Financing		(1,955,217)	(826,000)	(20,000)	(20,000)	0
New Receipts		100,000	100,000	100,000	100,000	100,000
Interest @ 1.5%		49,338	39,188	40,976	42,790	44,932
<b>Balance carried forward</b>		<b>3,338,517</b>	<b>2,651,705</b>	<b>2,772,681</b>	<b>2,895,471</b>	<b>3,040,403</b>

**Supplementary Notes:**

Grants and Contributions in 2010/2011 include £563k for Disabled facilities Grants (£316k Government; £247k Go East) and £61k Govt Grant to Decent Homes

Grants also include £80k for Events Market from HCC; and £104k recycling contributions from HCC

For 2011/12 Grants and Contributions just assumes £300k for Disabled Facilities Grants

Use of Reserves for 2010/2011 includes £181k from CPZ Reserve; and £80k match funding from LAGBI for the Events Market; and £56k for Business Incubator

New Capital Receipts includes £1m per annum from WCHT; £250k from CPO / Empty Properties; and £500k p.a for generating new receipts from disposals

# Part 2 ~ Performance Indicators

The following analysis identifies performance on the Councils key 'financial health' and key business indicators.

## 1 Treasury Management Performance

- 1.1 The performance of the council's treasury management function for the period ending 31<sup>st</sup> October 2010 shows an average annualised return on investments of 1.3% (compared to an estimate of 1.6%). This performance will deteriorate slightly as longer dated investments mature and are replaced at lower rates of interest.

The current estimate of interest returns for 2010/11 is:

	2010/2011
Best Case	1.3%
Central Case	1.2%
Worst case	1.1%

Bank of Interest Base Rates (0.5%) are not now expected to rise until October 2011. In anticipation of this, there may be an increase in interest rates (compared to above) for 12 month money placed in Spring 2011.

The forecast outturn for investment interest is £496k and represents an adverse variation of £200k to the original budget of £696k.

## 2 Council Tax and NNDR

2.1 For the seven months ending 31st October 2010, for Council Tax and NNDR collection rates are as follows:

### Council Tax Collection

<b>Council Tax Collection</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Target</b>
<b>Rates</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>
End April	9.29	9.3	10.4	9.3
End May	18.27	18.3	17.8	18.6
End June	27.63	27.4	27.2	27.7
End July	36.66	36.5	35.8	36.7
End August	45.56	45.4	45.0	45.7
End September	54.66	54.7	54.1	54.7
End October	64.00	63.9	62.8	64.1
End November	72.95	73.0		73.4
End December	82.00	81.7		82.4
End January	91.20	90.6		91.8
End February	93.90	94.8		94.8
End March	96.50	96.7		97.3

### NNDR Collection

<b>N.N.D.R Collection</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>Target</b>
<b>Rates</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>
End April	10.98	10.3	9.6	10.9
End May	19.25	20.7	18.6	21.0
End June	30.55	30.2	27.2	30.5
End July	39.81	39.7	37.2	41.0
End August	49.03	48.3	51.7	50.5
End September	58.22	58.5	57.9	61.5
End October	68.09	67.7	68.9	70.0
End November	77.31	77.0		80.0
End December	85.20	87.2		89.5
End January	93.50	94.2		99.4
End February	94.20	94.5		99.6
End March	97.80	95.9		99.8

67% of council tax is paid by direct debit- which is the cheapest and most reliable form of collection.

## Creditor Payment Monitoring

3.1 For 2010/11, up to 31st October 2010, the Council paid 84.61% of undisputed invoices within 30 days (against an Audit Commission Target of 100%). The corresponding figure for 2009/2010 at this stage was 93.58%. The performance for October in isolation, was 97.46% paid within 30 days and it is anticipated this high standard will be maintained for the rest of the year.

3.2 The payments made by BACS is currently 81% against a target of 75%.

### CREDITOR PAYMENT MONITORING STATS BY PORTFOLIO

	Total undisputed Inv's Paid	Late Pay'ts	Pay'ts On Time	% Pay'ts On Time	% Pay'ts on time 2009/10
Corporate Services	247	39	208	84.21	96.62
Shared Services	540	136	404	74.81	91.69
Planning	135	14	121	89.63	95.49
Community & Housing	707	119	588	83.17	92.21
Legal and Property	1,014	215	799	78.80	80.18
Environmental Services	2,043	197	1,846	90.36	97.77
Managing Director	70	12	58	82.86	97.40
<b>Total</b>	<b>4,756</b>	<b>732</b>	<b>4,024</b>	<b>84.61</b>	<b>92.22</b>

	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>
May	98.12	96.17	98.15	63.77
June	98.12	92.14	96.59	69.79
July	97.10	92.30	96.07	71.77
August	95.49	93.43	95.35	74.62
September	95.13	96.38	94.06	81.59
October	96.16	95.38	93.58	84.61
November	98.14	95.09	93.60	
December	65.18	96.65	93.23	
January	88.76	87.10	92.40	
February	96.56	98.51	92.03	
March	96.58	94.79	92.22	

These figures are cumulative and it can be appreciated that the disappointing performance in the first quarter has dragged down the current high performance.

## Debtors

- 4.1 The outstanding balance of general sundry debts as at the 31st October 2010 in total, stands at approximately £3.000 million for the current financial year. Of this outstanding balance £2.019m is less than 3 months old.
- 4.2 The Council has made a provision for the charging of debts written off. At the 31<sup>st</sup> March 2010 this provision stood at £0.693 million and will be reviewed as part of Final Account closure.

### General Debtor Invoices raised to end October 2010

Service	Invoices raised from 01/04/10 to 31/10/10				
	Number of Invoices	Total Raised £	Collected £	Outstanding £	Outstanding %
Community Services	1,419	367,977	340,165	27,812	7.56
Environmental Services	3,087	1,582,611	1,100,851	481,760	30.44
Legal & Property Services	3,407	7,094,961	4,873,604	2,221,357	31.31
Corporate Mgmt	6	17,710	13,171	4,539	25.63
Planning	151	171,658	148,619	23,039	13.42
Corporate Services	23	42,836	37,103	5,733	13.38
Human Resources	2	4,288	4,288	0	0
ICT	2	1,236	0	1,236	100.00
Finance	151	751,615	516,892	234,723	31.23
<b>Total</b>	<b>8,248</b>	<b>10,034,892</b>	<b>7,034,693</b>	<b>3,000,199</b>	<b>29.90</b>

## 5. KEY BUSINESS INDICATORS

### Monthly Indicators at Period 6:

Occupancy rates at Market	63% (target 85%)
Occupancy rates-Commercial	99% (target 100%)
Repair & Maintenance Programme	Will not be an even flow throughout the year. It is Anticipated to spend on budget.
Procurement Efficiencies	Should achieve £50k target
Internal Audit Plan –productive days	17% over achieved. Will be evened out following leave Taken at Xmas. The Plan is anticipated to be achieved.
Average time to process housing benefits	35.64 days (against a target of 40 days).
Average time for change of circumstances	50.69 days (against a target of 20 days)
Sickness Levels	0.65 days (against a target of 0.63)
Staff Appraisals completed on time	100% (against a target of 100%)
CSC-all calls answered	99% (against a target of 95%)
Complaints resolved at Stage 1	53% (against a target of 90%)
No. of valid bins missed	0.045% (target 0.5%)
ICT service availability	99.7% during month (target 99.5%)