

FINANCE DIGEST

**General Fund
Financial Monitoring**

**Period 10
(January 2011)**

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. The Digest 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 31st January 2011 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 10 is predicted to be £17,863k and needs to be reconciled back to the net budget requirement agreed at the start of the year of £16,532k. The difference of £1,331k comprises the following:
- | | £k |
|---|-----|
| * Anticipated use of earmarked reserves | 817 |
| * Use of Housing Benefit Provision | 180 |
| * Forecast Overspend on General Fund | 334 |
- A.3 The use of earmarked reserves had largely been anticipated for 2010/2011. The MTFS/ detailed estimates for 2011/2012 have recognised that the expenditure being financed from such reserves will not recur and will not be additions to budget next year. An analysis of expenditure financed from earmarked reserves was reported in detail within the Period 9 Monitor.
- A.4 The use of the Housing Benefit Provision has been necessary to finance an anticipated overspend on temporary/ agency staff within the Revenues and Benefits service. This was necessary to both reduce existing backlogs and to deal with a significant number of new claimants. It is essential however that staffing levels within revenues and benefits return to their authorised level in 2011/2012 if this overspend is not to recur.
- A.5 The forecast overspend on the General Fund was not originally 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 and market income due to rent free and vacancy levels; and trade waste income being down due to lower demand.
- A.6 The forecast overspend of £334k has deteriorated since Period 9 when a £220k overspend had been reported. The major adverse variations during the month are as follows:
- * Development Control- £80k reduction in fee income
 - * Concessionary Fares-£167k, see below for further comment
 - * Benefits Service (Watford Contribution)- £76k
- A.7 The reduction in development control fee income reflects the impact of the economic recession with a distinct lack of activity. It is hoped this is a temporary situation as, should it continue, then current costs of the

Development Control Team would need to be reviewed. The cost of the benefits Shared Service largely reflects the continued use of additional temporary staff (an additional £180k cost for 2010 had previously been reported). This situation cannot continue as non shared service activities such as homelessness also experience significant pressures but has been required to keep within existing budgets.

A.8 Concessionary Fares

- A.8.1 This whole area of council expenditure has been a very significant drain upon Watford Council resources. In 2007 the Government introduced a new national scheme of free transport for the elderly and disabled. The legislation has had unintended consequences for some authorities and, being a national scheme, was also never fully funded. The financial consequences for Watford has been extremely adverse.
- A.8.2 With regard to the national funding of concessionary fares, statistics clearly indicate that a significant residual cost has fallen upon local authorities. If the authority is a unitary all purpose authority then this residual cost will be relatively small in relation to other expenditures (social care, non schools budgets etc) and small in relation to its council tax base (they are effectively the precepting authority as well). For district councils with far smaller expenditure/ council tax bases then the net cost of concessionary fares is very significant.
- A.8.3 For Watford, the latest projections for 2010/2011 indicate that the gross cost will be £1,526,220. Central Government has allocated £603,125 by way of special grant (with a further circa £389k included within RSG Formula Grant). A net cost of £534k has therefore fallen upon Watford Council Tax payers which equates to £16.67 on Band D Council Tax (6.7% of the district council tax). The national council tax scheme should never have been implemented/ funded at District Council level, but should have been a County Council function partly because it would have formed a far smaller part of its budget (in the same way as it does for unitary/ all purpose councils), but also because it would have smoothed out inequities between districts. This is explained below.
- A.8.4 The cost of concessionary fares has been calculated by the number of trips (as recorded by bus operators). A trip was defined as being where a passenger boards a bus (regardless of their residency) and would include the return journey if the ticket recorded 'return'. So, as an example, should a passenger board a bus in Watford for a vacation in Eastbourne then regardless of any change of bus, the full cost including return (after an element of government grant funding) would fall upon Watford Council.
- A.8.5 Surely this will be the same for everybody? Equally somebody from Eastbourne might 'vacate' in Watford-in which case Eastbourne would pick up the cost. The problem arises because Watford is very much a transport hub where more journeys appear to commence. Latest statistics indicate the number of bus passes in circulation as being Watford 10,279; Three Rivers 11,955; Hertsmere 14,373. Latest net cost projections for 2010/2011 (after deducting special grant but excluding proportional allowance within the RSG system), are Watford £923k; Three Rivers £416k; Hertsmere£347k. Whilst it may be a valid comment that Watford residents might well use bus transport more than their more affluent neighbouring pensioners, these statistics probably indicate the residents of

neighbouring authorities commence their trips within Watford with Watford Council Tax payers picking up the cost. Had the national scheme been administered at a county level this situation could have been avoided.

- A.8.6 With regard to the Period 10 Monitor, statistics relating to the end of December show Watford suffering an additional £183k due to increased journeys starting from Watford when compared to the estimate originally advised by Herts CC/ MCL the liaison/ administrators of the scheme. For comparative purposes Three Rivers show an increased net cost of £44k, and Hertsmere a reduction of £3k. Dacorum show a reduction in net cost of £196k. These statistics could potentially have implications into 2011/2012 as a consequence of the belated transfer of responsibilities for concessionary fares to the HCC as at 1st April 2011. If central government were to use the final outturn statistics for 2010/2011 (rather than 2009/2010) when it finalises RSG Formula Grant for 2012/2013, then Watford could suffer an additional £183k of grant loss due to this increased journey data. The Chief Finance Officer at Dacorum has already voiced concern that, on the basis of these statistics, Dacorum has had £196k too much RSG deducted from it to finance the transfer of responsibilities..
- A.8.7 There could therefore be a double impact of the latest figures, an increased cost in 2010/2011, and further loss of RSG Formula Grant in 2012/2013. With regard to the current year, the £183k overspend on journeys has been reduced by administration savings within Watford to a net forecast overspend of £167k. Concessionary fares has been consistently highlighted as a key risk area within estimate finalisation and budget monitoring and it was because of its potential volatility of demand that an earmarked reserve/ provision of £100k had been set up. This forecast £167k overspend can therefore be reduced to £67k overspend but does require the use of the earmarked reserve.

Conclusion:

- A.9 After the use of the concessionary fares reserve the Forecast overspend for 2010/2011 is £334k. A moratorium on automatic filling of vacancies and purchase of supplies and services is already in place and it is hoped that, during the final accounts closure process, fortuitious savings will reduce this figure. The MTFS for the council has built in a projected £300k overspend recurring in 2011/2012 which should cover those variations related to the general economic down turn.
- A.10 Included at Table 1 is the Council's working balance. This represents a general provision available to meet unforeseen contingencies. In setting the level of council tax for 2010/2011 it was estimated that the working balance could be reduced by £346k without exposing the Council to unnecessary risk. The forecast overspend would normally be drawn down on this working balance (unless a decision were to be taken to identify the use of reserves). Based upon current forecasts the working balance would reduce by £334k and would be £1.016m at year end. This would represent a 6.1% contingency (compared to the Budget requirement for 2010/2011) and should not be permitted to fall below a 5% cushion.
- A.11 An analysis of variances and salaries expenditure are shown in Tables 2&3.

A.12 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











GENERAL FUND VARIANCE SUMMARY for PERIOD 10 2010/11						
	Current Budget	Variances previously report	Variances This Month	Forecast Out-turn	Variance	
SERVICE AREA	£000's	£000's	£000's	£000's	%	
CORPORATE SERVICES	728	(58)	0	670	(8.0)	
COMMUNITY SERVICES	8,885	(43)	0	8,842	(0.5)	
ENVIRONMENTAL SERVICES	6,098	226	3	6,327	3.8	
PLANNING	3,188	(62)	235	3,361	5.4	
CORPORATE MANAGEMENT	1,371	0	0	1,371	0	
LEGAL AND PROPERTY SERVICES	(3,398)	345	0	(3,053)	10.2	
SHARED SERVICES IMPLEMENTATION	618	0	0	618	0	
SHARED SERVICES	1,067	174	61	1,302	22.0	
STRATEGIC FINANCE	(1,430)	(60)	(85)	(1,575)	(10.1)	
NET GENERAL FUND BUDGET	17,127	522	214	17,863	4.3	
TRANSFER TO/(FROM) RESERVES	(595)	(122)	(100)	(817)		
TRANSFER TO/(FROM) PROVISIONS	0	(180)	0	(180)		
NET BUDGET REQUIREMENT	16,532	220	114	16,866		
USE OF GENERAL FUND WORKING BALANCE	(346)	(220)	(114)	(680)		
CLOSING WORKING BALANCE	1,350	(220)	(114)	1,016		

Table 2 - Variance Analysis By Service and Cost Centre

	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	
Corporate Services	Management Team	0	0	0	0	No variance for this period.
	Partnerships & Performance	643	(43)	0	600	No variance for this period.
	Customer Services	10	0	0	10	No variance for this period.
	Corporate Projects	75	(15)	0	60	No variance for this period.
TOTAL for Corporate Services		728	(58)	0	670	

	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	
Community Services	Parks and Open Spaces	2,217	2	0	2,219	No variance for this period.
	Sports and Arts	4,495	(54)	0	4,441	No variance for this period.
	Housing	2,173	9	0	2,182	No variance for this period.
TOTAL for Community Services		8,885	(43)	0	8,842	

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	
Environmental Services	Environmental Health & Licensing	1,698	50	0	1,748	No variance for this period.
	Street Cleansing	2,107	3	0	2,110	No variance for this period.
	Waste & Recycling	2,293	173	3	2,469	Increase in salary costs of £2k, decrease in disposal costs of (£6k) and decrease in income of £7k.
TOTAL for Environmental Services		6,098	226	3	6,327	

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	
Planning Services	Development Section	913	(62)	77	928	Land Charges – increase in salary costs of £17k, offset by additional income of (£35k). Development Control – reduction in income of £80k, reduced applications, and increased costs of local inquiries of £15k.
	Transport and Infrastructure	1,778	0	158	1,936	Concessionary Fares - £167k increase due largely to an increased number of journeys commencing in Watford. Planning & Transportation – (£9k) saving due to reduction in staff costs due to vacancies.
	Policy Team	497	0	0	497	No variance for this period.
TOTAL for Planning Services		3,188	(62)	235	3,361	

	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	
Corporate Management	Corporate Management	1,371	0	0	1,371	No variance for this period.
TOTAL for Corporate Management		1,371	0	0	1,371	

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	
Legal and Property Services	Legal and Democratic	1,845	(1)	0	1,844	No variance for this period.
	Property	(5,793)	354	0	(5,439)	No variance for this period.
	Buildings and Projects	550	(8)	0	542	No variance for this period.
TOTAL for Legal and Property Services		(3,398)	345	0	(3,053)	

	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	
Shared Services Implementation		618	0	0	618	No variance for this period.
TOTAL for Shared Services Implementation		618	0	0	618	

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	
Shared Services	Revs & Benefits Client	1,092	180	76	1,348	Shared Services client contributions re Joint Committee of 10 th January 2011 (£256k less £180k previously reported).
	I.C.T. Services Client	0	0	(11)	(11)	Shared Services client contributions re Joint Committee of 10 th January 2011.
	H.R. Client	(3)	(6)	13	4	Shared Services client contributions re Joint Committee of 10 th January 2011.
	Finance Services Client	(22)	0	(17)	(39)	Shared Services client contributions re Joint Committee of 10 th January 2011.
TOTAL for Shared Services		1,067	174	61	1,302	

	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	
Strategic Finance	Finance and Resources	280	0	0	280	No variance for this period.
	Procurement	0	0	0	0	No variance for this period.
	Corporate Costs	2,762	(48)	(85)	2,629	NNDR Refunds following revaluation.
	Capital & FRS17 Adj.	(4,472)	(12)	0	(4,484)	No variance for this period.
TOTAL for Strategic Finance		(1,430)	(60)	(85)	(1,575)	

Table 3: Salary Breakdown- Variance Analysis for Watford (excluding Shared Services)

SERVICE AREA	Previous Year Final	Original Budget	Current Budget	Variance previously report	Variance This Month	Forecast Out-turn	Variance		Comments
	£000's	£000's	£000's	£000's	£000's	£000's	%	😊	
Corporate Services	N/A	1,543	1,683	(46)	0	1,637	(2.7)	😊	No variance for this period.
Community Services	N/A	3,276	3,247	(69)	0	3,178	(2.1)	😊	No variance for this period.
Environmental Services	N/A	4,185	4,286	66	2	4,354	1.6	😞	Minor adjustment to cover sickness and Christmas cover.
Legal & Property Services	N/A	2,099	2,099	17	0	2,116	0.8	😞	No variance for this period.
Planning	N/A	1,920	1,920	(170)	8	1,758	(8.4)	😊	Net variance after additional costs for agency staff less savings on vacant posts.
Corporate Mgmt	N/A	486	486	0	0	486	0	😊	No variance for this period.
Strategic Finance (includes FRS 17 Adjustment)	N/A	(133)	(133)	0	(3)	(136)	(2.3)	😊	Under spend on Long Service Awards .
Consultancy	N/A	311	323	11	16	350	8.4	!	Development Control – additional costs for representation at local inquiries.
Total	N/A	13,687	13,911	(191)	23	13,743			

Table 4 - Key Risk areas

	Current Budget	Variences previously report	Variences This Month	Forecast Out-turn	Variance		Current assessment of out-turn position	Mitigating action taken
	£000's	£000's	£000's	£000's	%	☺		
Investment Interest	(696)	200	0	(496)	28.7	!	Reduced cash portfolio combined with continuing low interest rates	Situation will not improve
Commercial Property Income	(2,218)	287	0	(1,931)	12.9	!	Rent free period at former Woolworth's and loss of income at Charter Place.	Attempting to turn around any vacancy quickly.
Charter Place Markets Rents	(549)	50	0	(499)	9.1	!	Loss of income at Market.	Additional opening days agreed
Planning Fees	(340)	0	80	(260)	23.5	!	Planning Fees – Reduced application numbers due to recession. Building Control – Increased numbers of applications for plan checking but fewer inspections on sites. Land charges income increased.	Need to monitor ongoing situation to ensure expenditure costs reflect volumes of service
Building Control fees	(249)	0	(6)	(255)	(2.4)	☺		
Land Charges Income	(100)	30	(35)	(105)	(5.0)	☺		

Table 4 - Key Risk areas (Continued)

	Current Budget	Variences previously report	Variences This Month	Forecast Out-turn	Variance		Current assessment of outturn position	Mitigating action taken
	£000's	£000's	£000's	£000's	%	☺		
Colosseum	314	63	0	377	20.1	!	Unforeseen costs of keeping Colosseum open beyond anticipated closing date.	No action possible. Theatre now closed for renovation.
Trade Refuse Income	(750)	65	14	(671)	10.5	!	A fall off in demand for this service.	A review of charging structure is being carried out and potential additional income from Three Rivers
Recycling Income	(561)	17	(10)	(554)	1.3	☹	Increased income forecast due to increased performance in 2009/10.	
Council Tax and Rent Allowance Net Expenditure	301	0	0	301	0	☺	No variance for this period.	Only when Subsidy claim is completed will there be any certainty about recovery percentages
Parking Account- non-CPZ	(141)	17	0	(124)	12.1	!	Lower than forecast income from Non-CPZ due to closure of Colosseum and reduction in P & D.	
Parking Account- CPZ	(1,404)	83	0	(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.

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 31st January 2011 shows an average annualised return on investments of 1.3% (compared to an estimate of 1.6%). Interest paid as per 31st January is £413,894.

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

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

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 ten months ending 31st January 2011, for Council Tax and NNDR collection rates are as follows:

Council Tax Collection

Council Tax Collection Rates	2008/09 (%)	2009/10 (%)	2010/11 (%)	Target (%)
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	71.9	73.4
End December	82.00	81.7	80.4	82.4
End January	91.20	90.6	88.9	91.8
End February	93.90	94.8		94.8
End March	96.50	96.7		97.3

NNDR Collection

N.N.D.R Collection Rates	2008/09 (%)	2009/10 (%)	2010/11 (%)	Target (%)
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	80.2	80.0
End December	85.20	87.2	87.1	89.5
End January	93.50	94.2	93.5	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 January 2011, the Council paid 87.91% of undisputed invoices within 30 days (against an Audit Commission Target of 100%). The performance for January in isolation, was 91.16% 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 82% against a target of 80%.

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	336	39	297	88.39	96.62
Shared Services	827	167	660	79.81	91.69
Planning	227	17	210	92.51	95.49
Community & Housing	974	133	841	86.34	92.21
Legal and Property	1,521	257	1,264	83.10	80.18
Environmental Services	2,968	216	2,752	92.72	97.77
Managing Director	101	12	89	88.12	97.40
Total	6,954	841	6,113	87.91	92.22

	2007/08	2008/09	2009/10	2010/11
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	86.45
December	65.18	96.65	93.23	87.59
January	88.76	87.10	92.40	87.91
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 January 2011, in total, stands at approximately £1.468 million for the current financial year. Of this outstanding balance £1.031m is less than 3 months old.

4.2 The Council has made a provision for the charging of debts written off. At the 31st 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 January 2011

Service	Invoices raised from 01/04/10 to 31/01/11				
	Number of Invoices	Total Raised £	Collected £	Outstanding £	Outstanding %
Community Services	1,583	509,204	477,751	31,453	6.18
Environmental Services	3,486	2,006,739	1,721,336	285,403	14.22
Legal & Property Services	4,933	10,522,633	9,421,677	1,100,956	10.46
Corporate Mgmt	8	17,813	17,813	0	0
Planning	217	232,027	206,274	25,753	11.10
Corporate Services	36	72,218	66,565	5,653	7.83
Human Resources	5	8,685	5,569	3,116	35.88
ICT	2	1,236	1,236	0	0
Finance	182	1,461,091	1,445,585	15,506	1.06
Total	10,452	14,831,646	13,363,806	1,467,840	9.90

Debtor performance continues to improve. The 9.9% outstanding can be compared to 15.9% at 31st December.

There continues to be a systems failure which prevents a comprehensive age profile analysis. This will be resolved for the start of the 2011/2012 Financial Year.

5. KEY BUSINESS INDICATORS

Monthly Indicators at Period 10:

Occupancy rates at Market	65% (target 85%)
Occupancy rates-Commercial	99% (target 100%) Charter Place is most vulnerable area
Repair & Maintenance Programme	2.0% overspent but will realign by year end
Procurement Efficiencies	2010/ 11 will be a year of consolidation of previous Years efficiencies
Capital Programme	30% under spent at month 10.
Capital Programme Section 106	60% under spent at month 10.
Internal Audit Plan –productive days	6% over achieved. Will be evened out following leave taken before year end The Plan is anticipated to be achieved.
Average time to process housing benefits	45.93 days (against a target of 40 days).
Average time for change of circumstances	31.83 days (against a target of 20 days)
Sickness Levels	7.6 days is target for year. Currently forecast to be 9 days.
Staff Appraisals completed on time	N/A (against a target of 100%)
CSC-all calls answered	99.5% (against a target of 95%)
Complaints resolved at Stage 1	69% (against a target of 90%)
No. of valid bins missed	0.050% (target 0.5%)-exceptionally good performance
ICT service availability	95.33% during month (target 99.5%)
ICT user satisfaction	76% (target 95%)