



# **BUDGET PANEL**

## **Item 7 Finance Digest 2012/13**

**Tuesday, 23rd October, 2012**

**7.00 pm**

**Town Hall, Watford**

**Publication date: 15 October 2012**

### **CONTACT**

If you require further information or you would like a copy of this agenda in another format, e.g. large print, please contact Sandra Hancock in Legal and Property Services on 01923 278377 or by email to [legalanddemocratic@watford.gov.uk](mailto:legalanddemocratic@watford.gov.uk) .

# COMMITTEE MEMBERSHIP

Councillor J Dhindsa (Chair)

Councillor S Rackett (Vice-Chair)

Councillors J Aron, G Derbyshire, S Greenslade, P Jeffree, A Khan, R Martins and P Taylor

## AGENDA

### PART A - OPEN TO THE PUBLIC

**7. FINANCE DIGEST 2012/2013: PERIOD 6 (END OF SEPTEMBER)** (Pages 59 - 88)

This report informs the Budget Panel of the reported budgetary variances as at end of September 2012 and represents the half year position.

# Agenda Item 7

**Report to:** Budget Panel  
**Date of meeting:** 23<sup>rd</sup> October 2012  
**Report of:** Head of Strategic Finance  
**Title:** Finance Digest 2012/2013: Period 6 (end of September)

## **1.0 SUMMARY**

- 1.1 This report informs the Budget Panel of the reported budgetary variances as at end of September 2012 and represents the half year position.
- 1.2 This report deals with the position to 30 September 2012 and the late circulation was to gather performance information for the second quarter.

## **2.0 RECOMMENDATIONS**

- 2.1 To consider the Finance Digest as at the end of period 6.

### **Contact Officer:**

For further information on this report please contact Bernard Clarke, Head of Strategic Finance, telephone extension 8189, email [bernard.clarke@watford.gov.uk](mailto:bernard.clarke@watford.gov.uk)

### **3.0 REVENUE ESTIMATES:**

3.1 The Finance Digest monitors the Council's expenditure and income throughout the financial year. Where variances are adverse then Heads of Service are required to identify compensating savings wherever possible. For example, during 2011/2012 an overspend of circa £800k was forecast at one point but this was finally managed down to an underlying overspend of £251k.

3.2 The key table within the attached Finance Digest appears on Page 3 and shows an in year reserve movement (adverse) of £259k. Within this figure, £93k relates to new initiatives to be financed from earmarked reserves (resilience officer; contribution to Imagine Watford; and an energy saving initiative). The residual £166k is effectively the currently forecast overspend that will need to be funded from the Economic Impact Reserve and this is referred to within the following paragraph.

3.3 There has been forecast overspends within the ICT & Revenues and Benefits Shared Services operating costs. With regard to ICT a forecast overspend (to Watford Council) of £48k is forecast and is due to maternity cover for two posts, a high percentage of agency staff (pending a potential outsource), and consultancy assistance (£9k) in connection with outsourcing. For Revenues and Benefits Shared Service there is a forecast overspend to Watford of £162k and largely relates to an additional staffing/ agency resource required to deal with high volumes and backlogs within the benefits client base.

3.4 There is currently no forecast overspend on those services under the direct control of Watford Council. There are however some key risk areas which have been referred to at Table 4 (pages 15-16) in the attached Finance Digest. Further, the Council's Medium Term Financial Strategy reported elsewhere on the Budget Panel Agenda has highlighted assumptions regarding adverse variations which have yet to be reported and these include:

- service prioritisation shortfall      £196k
- commercial rent income shortfall      £220k

3.5 It is anticipated that the Period 7 Finance Digest will provide a definitive view regarding these two risks. In any event, it is again encouraging that Heads of Service are identifying alternative savings across a variety of cost centre in order to reduce end of year potential overspends.

### **4.0 CAPITAL PROGRAMME**

4.1 The Council's Capital Programme is reported quarterly to Budget Panel and Cabinet and is detailed on Pages 17-20 in the attached Finance Digest. In summary (top of Page 17) it shows a General Fund spend at end of September of £1,264k compared to an Original (Beginning of year) Budget of £7,494k. The major variations being:

	£k
* Health Campus	2,005
*Kerbside Vehicles	360 (put on hold due to potential outsource)
*Renovation Grants	204 (subject to demand)
*Energy Grants	217 (subject to demand)
*Cassiobury Park	160 (put on hold due to HLF bid)
* Disabled Facility Grants	486 (will be expended by year-end)
* Affordable Homes	561 (£545k to be rephased to 2013/14)

- \*ICT Related projects 190
- \* Backlog Repairs & Depot 736

4.2 With regard to Section 106 projects, the Summary at the top of Page 17 shows a rephrased budget of £3,802k compared to a Period 6 spend of £867k. The major variations being:

- £k
- \* Riverside Recreation 330
- \* Museum 74
- \* MUGA Meriden 120
- \* Play Area Programme 550 (a large programme of works in progress)
- \*King George Playing Field 337
- \*Oxhey Park 528
- \* Cemetery Lodge repairs 140

4.3 A major review of the current capital programme is being carried out in order to reflect an accurate spend profile. In the short term, the Council's investment return is enjoying the benefit and helps to compensate for the disappointing interest rate climate.

**5.0 FINANCIAL IMPLICATIONS**

5.1 These have been included within the report.

**6.0 LEGAL IMPLICATIONS**

6.1 There are no legal implications arising out of this report..

**7.0 POTENTIAL RISKS**

Potential Risk	Likelihood	Impact	Overall Score
That the Council's Budget overspends and the use of unplanned reserves is the consequence	3	3	9

**8.0 EQUALITIES**

8.1 There are no equality implications arising out of the period 4 Finance Digest.

**Appendices**

Finance Digest Period 6 (end of September)

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## **FINANCE DIGEST**

**Capital & Revenue Financial Monitoring at**

**Period 6**

**(September 2012)**

**Prepared By : Finance Shared Services**

**Date : 17th October 2012**

## **Foreword**

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

For operational reasons, it was not possible to produce a digest for period 5 largely due to the volume of major projects currently taking place including Watford Health Campus and the potential outsourcing of ICT, Waste & Recycling, Street Cleansing and Parks & Open Spaces. The digest therefore on this occasion covers a two month period, namely August and September 2012.

If you have any comments or queries on its contents and presentation, or a suggestion for an item to be included, please contact Nigel Pollard (Finance Manager) on ext 7198 or Gilbert Mills (Senior Accountant) on ext 7437.

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 Council budgets including performance within a number of discrete areas. Variances to budgets are reported and shown in the forecast outturn for 2012/13. These variances are loaded on to the Council's financial management system.

### **Part 1 - Budget Monitoring**

The digest reflects the Council's latest forecast of its financial position for the year, assessing expected spend against the agreed budget and split into service area. It also includes information on key risks and volatile budgets (I.E. income streams subject to economic conditions) including any action taken to mitigate their impact. Revenue spend is forecast monthly whereas capital updates are provided on a quarterly basis.

### **Part 2 - Performance Indicators**

This section provides up to date performance data regarding various service areas of the Council including both front line services and support services.



## Contents

	<b>Pages</b>
<b>Part 1 - Budget Monitoring</b>	
Revenue :-	
Summary General Fund (incl Table 1)	3 - 5
Detailed Variances by Service area - Table 2	6 - 13
Salaries Analysis - Table 3	14
Key Financial Risk Area Analysis	15 - 16
Capital Programme	17 - 20
<b>Part 2 - Performance Indicators</b>	
Treasury Management Performance	21
NNDR & Council Tax Collection Rates	22
Creditor Payment Monitoring	23
Debtors Monitoring	24
Key Business Indicators	25

## Part 1 - Budget Monitoring

### 1 - General Fund Revenue

1.1 This report provides an update, in summary form, of the latest position as at 30th September 2012 (period 6) on the Council's budget for the current financial year.

1.2 The 2012/13 original net general fund budget requirement was £14,897k.

The 2012/13 forecast outturn for net expenditure at the end of period 6 is predicted to be £15,156k. The net increase of (£259k) is funded via reserves as follows :-

	@ Period 4 £k	Aug & Sep £k	Total £k
* Use of Invest To Save Reserve (Yr 2 funding for the post of 'Resilience Officer')	(38)	0	(38)
* Use of LABGI Reserve (funding contribution towards 'Imagine Watford')	(20)	0	(20)
* Use of Housing & Planning Delivery Grant Reserve (funding USEA affiliation)	0	(35)	(35)
* Anticipated movement on Economic Impact Reserve (see table on page 4)	30	(196)	(166)
<b>Sum of in year total reserve movements up to period 6</b>	<b>(28)</b>	<b>(231)</b>	<b>(259)</b>

**Note** ( ) illustrate a decrease in reserve balances

#### Invest to Save Reserve (£38k)

The Mayor approved the funding of a two year appointment for a Resilience Officer post (circa £38k per annum), employed by the CVS, who will have responsibility for supporting voluntary sector organisations to become sustainable in the future and less reliant on the council as a source of funding. 2012/13 is the second year of this appointment.

#### Local Authority Business Growth Incentive (LABGI) Reserve (£20k)

This reserve was utilised to develop opportunities and promote Watford by working with partners including the private sector and Watford Palace Theatre on the 'Imagine Watford' festival that took place in June 2012.

#### Housing & Planning Delivery Grant Reserve (£35k)

This reserve has been used to fund Watford's shareholder investment in the USEA 'green deal' which was recently approved by Cabinet.

Anticipated Movement on Economic Impact Reserve (£166k)

This balance of (£166k) is the unplanned forecast overspend for 2012/13 and comprises the following variations :-

Forecast variations affecting Economic Impact Reserve	Service Area	@ Period 4 £k	Aug & Sep £k	Total £k
As reported in previous Finance Digest		30	0	30
<b>Forecast variations noted in Aug &amp; Sep budget monitoring</b>				
Reduced management fees to Watford Community Housing Trust (WCHT) & Watford Council for Voluntary Services (WCVS) due to 100% rate relief	Community	0	6	6
Savings from downsizing and relocation of grant funded organisations	Community	0	16	16
Wet weather conditions adversely affecting income for treatment of wasps	Env'mental	0	(16)	(16)
Drop in planning application fees due to economic conditions	Planning	0	(30)	(30)
Favourable review of income from land charges	Planning	0	20	20
Identified vacancy and salary related savings	Planning	0	10	10
Office related expenditure savings including subscription for the Orchard Housing IT system	Community	0	8	8
Additional costs relating to Watford and associated with ICT & Revs & Bens Shared Services agreed by Shared Services Joint Committee on 24/9/12	Shared Services	0	(210)	(210)
<b>Total</b>		<b>30</b>	<b>(196)</b>	<b>(166)</b>

**Table 1 - General Fund summary**

**General Fund Variance Summary for 2012/13 @ Period 6 (September 2012)**

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Variance	
	£000's	£000's	£000's	£000's	£000's	£000's	%	☺
Community Services	8,200	8,258	(43)	(30)	(73)	8,185	(0.9)	☺
Environmental Services	6,346	6,381	(70)	16	(54)	6,327	(0.8)	☺
Planning	2,162	2,162	20	0	20	2,182	0.9	⊗
Corporate Management	1,492	1,492	0	0	0	1,492	0.0	☺
Legal and Property Services	(2,721)	(2,729)	2	0	2	(2,727)	0.1	⊗
Shared Services Implementation	30	30	0	0	0	30	0.0	☺
Shared Services	3,815	3,815	0	210	210	4,025	5.5	⊗
Strategic Finance	(4,427)	(4,419)	61	0	61	(4,358)	1.4	⊗
<b>NET GENERAL FUND</b>	<b>14,897</b>	<b>14,990</b>	<b>(30)</b>	<b>196</b>	<b>166</b>	<b>15,156</b>	<b>1.1</b>	<b>⊗</b>
Budgeted Transfer To/(From) Reserves	503	503	0	0	0	503		
In Year Transfer To/(From) Reserves		(93)	30	(196)	(166)	(259)		
<i>Rounding Adjustment</i>								
<b>NET BUDGET REQUIREMENT</b>	<b>15,400</b>	<b>15,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,400</b>		
General Fund Working Balance								
Opening Balance	1,350	1,350	0	0	0	1,350		
<b>CLOSING WORKING BALANCE</b>	<b>1,350</b>	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,350</b>		

**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% and £50k over budget which is a cause for concern.

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variance Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Community Services</b>								
Parks and Open Spaces	2,186	0	2,186	(5)	(4)	(9)	2,177	Various administrative related savings totalling (£4k) including printing & stationery and office equipment.
Sports and Arts	3,775	58	3,833	(39)	(22)	(61)	3,772	Variations due to the following :- i) Rate relief clawback totalling (£6k) from direct grant funding to WCHT (Leavesden Green CC) and WCVS (Holywell CC). ii) Accommodation savings of (£12k) realised by vacating 16 Clarendon Road. iii) Watford Recycling Arts Project (WRAP) net funding savings of (£4k) due to downsizing at Faraday House as of 1/8/12.
Housing	2,239	0	2,239	1	(4)	(3)	2,236	Subscription savings of (£4k) connected to Orchard Housing IT system.
<i>Rounding Adjustment</i>								
<b>Total for Community Services</b>	<b>8,200</b>	<b>58</b>	<b>8,258</b>	<b>(43)</b>	<b>(30)</b>	<b>(73)</b>	<b>8,185</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 4**

**58**

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variance Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Environmental Services</b>								
Customer Services	0	0	0	0	0	0	0	No monthly forecast variances reported.
Environmental Health & Licensing	1,781	35	1,816	(70)	16	(54)	1,762	Reduced income of £16k for treatment of wasps due to wet summer.
Street Cleansing	2,017	0	2,017	0	0	0	2,017	No monthly forecast variances reported.
Waste & Recycling	2,548	0	2,548	0	0	0	2,548	No monthly forecast variances reported.
<i>Rounding Adjustment</i>								
<b>Total for Environmental Services</b>	<b>6,346</b>	<b>35</b>	<b>6,381</b>	<b>(70)</b>	<b>16</b>	<b>(54)</b>	<b>6,327</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported in Finance Digest Period 4**

Environmental Health & Licensing

**Environmental Services - Total**

0

35

35

USEA shareholder affiliation agreed by Cabinet and funded by Housing & Planning Delivery Grant Reserve

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget £000's	Agreed Budget Change £000's	Current Budget £000's	Forecast Variance @ Period 4 £000's	Forecast Variances Aug & Sep £000's	Total Forecast Variance £000's	Forecast Outturn £000's	Comments regarding This Month's Forecast Variances
Development Section	985	0	985	0	0	0	985	Variations due to the following :- i) Vacancy & salary savings within Building and Development Control totalling (£10k). ii) Reduced planning application fees of £30k in part offset by improvements to land searches income of (£20k).
Transport and Infrastructure	585	0	585	20	0	20	605	Variations due to the following :- i) Vacancy & salary savings within Parking Services totalling (£16k). ii) Expected upward movement in CPZ reserve carried forward balance of £16k.
Policy Team	580	0	580	0	0	0	580	No monthly forecast variances reported.
Economic Development	12	0	12	0	0	0	12	No monthly forecast variances reported.
<i>Rounding Adjustment</i>								
<b>Total for Planning Services</b>	<b>2,162</b>	<b>0</b>	<b>2,162</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>2,182</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 4**

**0**

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Corporate Management</b>								
Corporate Management	1,492	0	1,492	0	0	0	1,492	No monthly forecast variances reported.
<b>Total for Corporate Management</b>	<b>1,492</b>	<b>0</b>	<b>1,492</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,492</b>	

Notes to Agreed Budget Changes.

Reason for Agreed Budget Change

**Agreed Budget Changes reported in Finance Digest Period 4**

**0**



**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variance Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Legal and Property Services</b>								
Partnerships & Performance	272	(8)	264	0	0	0	264	No monthly forecast variances reported.
Legal and Democratic	1,591	0	1,591	2	0	2	1,593	No monthly forecast variances reported.
Property	(5,154)	0	(5,154)	0	0	0	(5,154)	No monthly forecast variances reported.
Buildings and Projects	570	0	570	0	0	0	570	No monthly forecast variances reported.
<b>Total for Legal and Property Services</b>	<b>(2,721)</b>	<b>(8)</b>	<b>(2,729)</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>(2,727)</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported in Finance Digest Period 4**

**(8)**

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Shared Services Implementation</b> Shared Services Implementation	30	0	30	0	0	0	30	No monthly forecast variances reported.
<b>Total for Shared Services Implementation</b>	30	0	30	0	0	0	30	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 4**

0

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variance Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Shared Services</b>								
Revenues and Benefits	1,559	0	1,559	0	162	162	1,721	Watford's share of £162k (57% x £285k) agreed by Shared Services Joint Committee on 24/9/12.
ICT	835	0	835	0	48	48	883	Watford's share of £48k (60% x £80k) agreed by Shared Services Joint Committee on 24/9/12.
Human Resources	471	0	471	0	0	0	471	No monthly forecast variances reported.
Finance	950	0	950	0	0	0	950	No monthly forecast variances reported.
<i>Rounding Adjustment</i>								
<b>Total for Shared Services</b>	<b>3,815</b>	<b>0</b>	<b>3,815</b>	<b>0</b>	<b>210</b>	<b>210</b>	<b>4,025</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported in Finance Digest Period 4**

**0**

**Table 2 - Variance Analysis by Service and Cost Centre (continued)**

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variance Aug & Sep	Total Forecast Variance	Forecast Outturn	Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
<b>Strategic Finance</b>								
Finance and Resources	221	10	231	0	0	0	231	No monthly forecast variances reported.
Finance Services Client	(823)	0	(823)	0	0	0	(823)	No monthly forecast variances reported.
Revenues and Benefits Client	(165)	0	(165)	61	0	61	(104)	No monthly forecast variances reported.
ICT Services Client	(835)	0	(835)	0	0	0	(835)	No monthly forecast variances reported.
Human Resources Client	(471)	8	(463)	0	0	0	(463)	No monthly forecast variances reported.
Procurement	0	0	0	0	0	0	0	No monthly forecast variances reported.
Corporate Costs	1,610	(10)	1,600	0	0	0	1,600	No monthly forecast variances reported.
Capital & FRS17 Adjustments	(3,964)	0	(3,964)	0	0	0	(3,964)	No monthly forecast variances reported.
<b>Total for Strategic Finance</b>	<b>(4,427)</b>	<b>8</b>	<b>(4,419)</b>	<b>61</b>	<b>0</b>	<b>61</b>	<b>(4,358)</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 4**

**8**

**Table 3 - Salaries Analysis**

**Salaries Variance Analysis (Excl. IAS19)**

Service Area	Previous Year Final Restated	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Variance		Comments regarding This Month's Forecast Variances
	£000's								£000's	£000's	
Community Services	3,065	2,840	39	2,879	(14)	6	(8)	2,871	(0.3)	☺	Agency cover requirements of £6k expected at Meriden CC.
Environmental Services	5,648	5,876	(1)	5,875	0	0	0	5,875	0.0	☺	No monthly forecast variances reported.
Planning Services	1,887	1,983	0	1,983	0	(26)	(26)	1,957	(1.3)	☺	See Table 2 - variance analysis by service and cost centre (page 8).
Corporate Management	537	403	0	403	0	0	0	403	0.0	☺	No monthly forecast variances reported.
Legal and Property Services	3,110	3,058	0	3,058	0	0	0	3,058	0.0	☺	No monthly forecast variances reported.
Shared Services Implementation	33	0	0	0	0	0	0	0	0.0	☺	No monthly forecast variances reported.
Strategic Finance	194	232	0	232	0	0	0	232	0.0	☺	No monthly forecast variances reported.
Consultancy	231	130	(6)	124	0	0	0	124	0.0	☺	No monthly forecast variances reported.
<b>Total</b>	14,705	14,522	32	14,554	(14)	(20)	(34)	14,520	(0.2)	☺	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported in Finance Digest Period 4**

Environmental Services  
Environmental Services - Total

34

(1) Overtime budget reduced to part offset efficiency savings budgeted for within Licensing

(1)

Consultancy  
Consultancy - Total

(1) Part of consultancy budget within Environmental Health departmental cost centre vired to Food Safety

**Total @ Period 6**

32

**Table 4 - Key Financial Risk Areas (as at end of September 2012)**

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Variance		Current Assessment of Outturn Position	Mitigating Action Taken
	£000's	£000's	£000's	£000's	£000's	£000's	%			
Investment Interest	(325)	(325)	0	0	0	(325)	0.0	☺	Forecast higher cash balances available for investment and volatility in financial markets resulting in a 'flight to safety' with the maturity profile being shorter.	Dependent upon Eurozone countries resolving the issues around sovereign debt.
Commercial Property Income	(6,205)	(6,205)	0	0	0	(6,205)	0.0	☺	Currently being reviewed by the Property Manager and has the potential to show an adverse variance within the period 7 Finance Digest.	Comprehensive review being carried out.
Charter Place Market	(288)	(288)	0	0	0	(288)	0.0	☺	Vacancy levels are higher than budgeted resulting in a downward revision to income.	Marketing of vacancies is being actively pursued.
Homelessness Costs	151	151	0	0	0	151	0.0	☺	Increased volumes continue to place pressure on this budget.	Options for commissioning additional temporary accommodation and more effective demand management being explored.
Development and Building Control Income	(536)	(536)	0	30	30	(506)	5.6	☹	Economic downturn has affected the level of fee income - see comments on page 8 under 'Development Section'.	Staffing level savings compensate for loss of income to date.

**Table 4 - Key Financial Risk Areas (as at end of September 2012) (continued)**

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 4	Forecast Variances Aug & Sep	Total Forecast Variance	Forecast Outturn	Variance		Current Assessment of Outturn Position	Mitigating Action Taken
	£000's	£000's	£000's	£000's	£000's	£000's	%			
Land Charges Income	(40)	(40)	0	(20)	(20)	(60)	(50.0)	☺	The income budget has been reviewed upwards when compared to original estimate - see comments on page 8 under 'Development Section'.	
Trade Refuse Income	(686)	(686)	0	0	0	(686)	0.0	☺	Bi-annual billing (April & October) resulting in forecast variances to be reported in the period 7 Finance Digest	This service forms part of the outsourcing proposal currently being explored.
Kerbside Recycling Income	(566)	(566)	0	0	0	(566)	0.0	☺	Service under review with any variance to be reported in the period 7 Finance Digest.	This service forms part of the outsourcing proposal currently being explored.
Shared Service Operating Costs :-										
Finance	950	950	0	0	0	950	0.0	☺	Reviewed and monitored by the appropriate Head of Service and approved by the Shared Services Board. These variances were agreed at their last meeting held on 24/9/12.	It is anticipated that the continuing harmonisation of processes should result in future efficiencies at some point.
Human Resources	471	471	0	0	0	471	0.0	☺		
ICT	835	835	0	48	48	883	5.7	☹		
Revenues & Benefits	1,559	1,559	0	162	162	1,721	10.4	☹		

## Capital Programme

The position is summarised below and broken down on the following tables.

Capital Programme Financing	6 Year £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>Expenditure</b>									
General Fund Spend	38,540,169	9,781,715	8,913,955	7,494,344	7,463,189	1,264,787	8,303,719	3,875,541	202,050
Section 106 Schemes	7,543,606	530,088	1,151,823	4,799,095	3,801,533	866,505	1,137,452	922,710	0
<b>Total Expenditure</b>	<b>46,083,775</b>	<b>10,311,803</b>	<b>10,065,778</b>	<b>12,293,439</b>	<b>11,264,722</b>	<b>2,131,292</b>	<b>9,441,171</b>	<b>4,798,251</b>	<b>202,050</b>
<b>Funding</b>									
Grants and Contributions	1,993,052	564,347	603,705	425,000	425,000	437,500	200,000	200,000	0
Reserves	626,200	276,459	49,741	100,000	100,000	50,000	100,000	100,000	0
Capital Receipts	35,847,866	8,746,694	8,381,673	6,969,344	6,938,189	777,287	8,003,719	3,575,541	202,050
Section 106 Schemes	7,616,657	724,303	1,030,659	4,799,095	3,801,533	866,505	1,137,452	922,710	0
<b>Total Funding</b>	<b>46,083,775</b>	<b>10,311,803</b>	<b>10,065,778</b>	<b>12,293,439</b>	<b>11,264,722</b>	<b>2,131,292</b>	<b>9,441,171</b>	<b>4,798,251</b>	<b>202,050</b>

Available Funding - Capital Receipts				2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
Balance Bought Forward				12,872,093	12,872,093	12,872,093	8,663,407	2,430,185	(145,356)
Used for Financing				(6,969,344)	(7,208,686)	(777,287)	(7,733,222)	(3,575,541)	(202,050)
New Receipts				3,000,000	3,000,000	1,006,445	1,500,000	1,000,000	0
<b>Balance Carried Forward</b>				<b>8,902,749</b>	<b>8,663,407</b>	<b>13,101,251</b>	<b>2,430,185</b>	<b>(145,356)</b>	<b>(347,406)</b>

Available Funding - S106				2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
Balance Bought Forward				5,511,562	5,511,562	5,511,562	2,160,169	1,304,639	551,185
Used for Financing				(4,799,094)	(3,801,532)	(866,505)	(1,137,452)	(922,710)	0
New Receipts				375,000	375,000	311,420	250,000	150,000	0
Interest				39,594	75,139	31,404	31,922	19,256	0
<b>Balance Carried Forward</b>				<b>1,127,062</b>	<b>2,160,169</b>	<b>4,987,881</b>	<b>1,304,639</b>	<b>551,185</b>	<b>551,185</b>

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>General Fund Schemes</b>									
<b>Key Projects</b>									
Cardiff Rd Campus	4,700,000	525,624	1,886,444	2,287,932	2,287,932	283,331	0	0	0
Green Spaces Strategy	911,432	123,932	358,367	218,633	218,633	121,398	210,500	0	0
Colosseum Refurbishment	5,776,588	3,190,794	2,585,794	0	0	500	0	0	0
Cultural Quarter Phase 1	4,786,000	67,920	124,620	220,415	448,637	113,183	2,553,279	1,389,494	202,050
Contribution to Croxley Rail Link	2,000,000	0	0	0	0	0	2,000,000	0	0
<b>Environmental Services</b>									
Recycling Boxes	87,340	27,340	0	20,000	20,000	5,640	20,000	20,000	0
Trade Waste Recycling Bins	105,856	44,306	1,550	20,000	20,000	3,900	20,000	20,000	0
Additional Green Waste Bins	48,015	18,060	11,955	18,000	18,000	0	0	0	0
Kerbside Recycling Vehicles	360,000	0	0	360,000	360,000	0	0	0	0
Handhelds for Street Cleansing (Nat Ind's)	28,000	0	0	28,000	28,000	0	0	0	0
Renovation Grants - Gen (Decent Homes)	708,306	138,208	166,649	219,000	203,449	15,240	200,000	0	0
Env Services Schemes (Handyman Asst)	39,279	0	27,628	0	11,651	6,145	0	0	0
Env Services Schemes (Empty Homes Asst'ce)	48,875	0	44,975	0	3,900	1,950	0	0	0
Replacement Domestic Bins	60,000	0	0	20,000	20,000	0	20,000	20,000	0
Kerbsider Vehicles x 2	240,000	0	0	0	0	0	0	240,000	0
Energy Grants (Carbon M'gmt/Clim Ch'ge)	308,000	0	14,184	216,816	216,816	0	77,000	0	0



**Capital Programme (continued)**

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>General Fund Schemes</b>									
<b>Community &amp; Leisure Services</b>									
Cassiobury Park HLF Project	625,000	0	0	160,000	150,000	0	475,000	0	0
Woodside Access Improvements Phase 1	229,221	2,100	227,121	0	0	3,542	0	0	0
Waterfield Recreation Gd Car Park Imp'ts	11,068	0	1,068	10,000	10,000	1,706	0	0	0

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>General Fund Schemes (contd.)</b>									
<b>Housing Services</b>									
Stand Alone Properties (Decent Standards)	156,500	0	7,696	148,804	74,199	19,903	74,605	0	0
Mandatory Disabled Facilities Grant	2,783,068	552,700	558,636	571,732	571,732	85,904	550,000	550,000	0
Emergency Disabled Fac'y Grant	0	0	0	0	0	2,985	0	0	0
Affordable Housing	1,250,000	15,260	127,868	606,872	61,375	45,649	525,000	520,497	0
Private Sector Stock Condition Survey	24,000	3,125	0	20,875	0	0	20,875	0	0
<b>Parking Service</b>									
Replace Pay And Display Machines	174,101	4,101	47,860	52,140	52,140	3,200	35,000	35,000	0

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>General Fund Schemes (contd.)</b>									
<b>ICT</b>									
ICT-Hardware Replacement Programme	252,863	40,116	57,666	85,081	85,081	497	70,000	0	0
ICT-Customer Relationship M'gmt System	40,000	0	29,824	10,176	10,176	(3,900)	0	0	0
ICT-eDemocracy	46,076	18,052	16,024	6,000	6,000	0	6,000	0	0
ICT - DMP	15,000	0	0	15,000	15,000	0	0	0	0
ICT-Environmental Health	191,315	56,315	(12,939)	102,939	102,939	(3,933)	45,000	0	0
Thin Client Refresh	70,000	0	0	70,000	70,000	0	0	0	0
Asset Management System	65,275	34,275	11,317	19,683	19,683	5,846	0	0	0

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>Asset Management</b>									
Charter Place Consultancy	552,784	252,784	152,169	147,831	147,831	47,128	0	0	0
Feasibility & Disposal Costs	400,000	0	0	200,000	200,000	0	200,000	0	0
Events Market	160,003	13,333	79,120	67,550	67,550	487	0	0	0
Depot Refurbishment	1,199,250	113,870	884,991	200,389	200,389	(276)	0	0	0
Backlog Repairs To Council Buildings	2,004,715	15,139	333,081	656,496	656,496	120,598	500,000	500,000	0
Indoor Guest Market	1,881	0	1,881	0	0	(483)	0	0	0
Stripling Way Cycle Path	8,000	0	0	8,000	8,000	0	0	0	0
Charter Place CCTV	207,526	2,527	(25,001)	0	230,000	0	0	0	0
Property Asset Management System	14,000	0	0	14,000	14,000	0	0	0	0
Voice Automated Telephony	30,000	0	0	30,000	30,000	0	0	0	0
Ascot Road Regearing Valuation Support	35,000	0	0	35,000	35,000	0	0	0	0

**Capital Programme (continued)**

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>Shared Services Joint Cttee</b>									
Shared Services Server Replacement	121,342	0	88,112	33,230	33,230	72,424	0	0	0
Shared Services Govt Connect Sec XtraNet	56,003	7,563	7,850	40,590	40,590	0	0	0	0
Shared Services Hardware Replace Prog	44,807	2,352	24,075	380	18,380	1,094	0	0	0
Shared Services HR CPD Module	9,573	5,973	0	0	3,600	0	0	0	0
Shared Services E-Academy	42,694	0	42,694	0	0	34,820	0	0	0
Shared Services Income Management	33,297	0	32,987	310	310	0	0	0	0
<b>Corp Services / Project Management</b>									
Support Services	2,507,706	400,000	413,226	552,470	552,470	276,234	561,460	580,550	0
<b>Old Capital Schemes</b>	4,690,407	4,105,944	584,463	0	0	0	0	0	0
<b>New Schemes Requiring Approval</b>									
CCTV Control Room Reallocation	280,000	0	0	0	140,000	75	140,000	0	0
<b>Total General Fund Schemes</b>	<b>38,540,167</b>	<b>9,781,713</b>	<b>8,913,954</b>	<b>7,494,344</b>	<b>7,463,189</b>	<b>1,264,787</b>	<b>8,303,719</b>	<b>3,875,541</b>	<b>202,050</b>

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>Section 106 Schemes</b>									
Cassiobury Park Shepherds Rd Entrance	0	0	0	85,000	0	0	0	0	0
Cassiobury Park Improvem'ts Tea Pavilion	0	0	0	140,000	0	0	0	0	0
Cassiobury Park Toilet Improvements	0	0	0	240,000	0	0	0	0	0
Croxley Rail Link	1,125,846	0	146	535,700	3,138	3,138	532,562	590,000	0
Stamford Road Rec Play Area	17,000	0	16,896	104	104	104	0	0	0
St Johns Road Play Area	31,000	0	25,324	5,676	5,676	0	0	0	0
Stripling Road Play Area Improvements	10,000	0	0	10,000	10,000	10,000	0	0	0
Courtlands Close Play Area	40,001	0	38,993	1,008	1,008	1,008	0	0	0
Goodwood Rec Play Area Improvements	29,274	0	22,114	7,160	7,160	1,146	0	0	0
Riverside Recreation Ground	330,000	0	0	330,000	330,000	0	0	0	0
Colne River Project	992,216	0	39,819	452,397	452,397	219,015	250,000	250,000	0
Fern Way Play Area Landscaping	15,000	0	0	15,000	15,000	0	0	0	0
Knutsford Road	100,000	0	979	99,021	99,021	49,515	0	0	0
Local Park Improvements	250,000	0	67,073	57,927	57,927	19,365	62,500	62,500	0
Wiggenhall Allotments	75,000	0	51,199	23,801	23,801	300	0	0	0
Local Nature Reserves	80,000	0	21,175	18,825	18,825	0	20,000	20,000	0
Watford Museum	76,435	0	2,659	73,776	73,776	0	0	0	0
Colne Valley Improvments	106,913	39,129	28,930	18,854	18,854	5,174	20,000	0	0
Oxhey Park	129,815	61,836	67,979	0	0	27	0	0	0
Cow Lane Improvements	23,000	0	0	23,000	23,000	0	0	0	0
Woodside Playing Field (Green Flag)	192,180	156,541	35,639	0	0	8,178	0	0	0
Multi Use Games At Meriden	120,000	0	0	120,000	120,000	0	0	0	0
Cassiobury Park Study Facilities	26,831	7,878	18,953	0	0	(105)	0	0	0
Changing Facilities Knutsford Play Fields	454,684	54,412	400,272	0	0	11,806	0	0	0
Waterfield Rec & Knutsford Play Fields	160,000	0	6,039	153,961	153,961	154,000	0	0	0

**Capital Programme (continued)**

Capital Investment Programme Schemes	6 Year Cost £	2010/11 Actual £	2011/12 Actual £	2012/13 Original Budget £	2012/13 Current Budget £	2012/13 Actual @ P6 £	2013/14 Latest Budget £	2014/15 Latest Budget £	2015/16 Latest Budget £
<b>Section 106 Schemes (contd.)</b>									
Oxhey Park Bridge	309,362	210,293	10,955	88,114	88,114	4,271	0	0	0
Harwoods Rec Play Area	145,000	0	0	145,000	145,000	6,743	0	0	0
Central Primary School Play Area	40,000	0	0	40,000	40,000	40,000	0	0	0
North Watford Playing Fields Area	51,000	0	42	50,958	50,958	102,628	0	0	0
Himalayan Way Play Area	100,000	0	0	100,000	100,000	0	0	0	0
Jellicoe Road Play Area Improvements	11,000	0	0	11,000	11,000	0	0	0	0
Estcourt Road Improvements	15,000	0	0	15,000	15,000	0	0	0	0
Watford Fields Play Area	20,000	0	20,000	0	0	0	0	0	0
East Drive Play Area	120,000	0	0	120,000	120,000	0	0	0	0
Harebreaks Rec Ground Play Area	121,000	0	0	121,000	121,000	0	0	0	0
Waterfields Rec Play Area	100,000	0	0	100,000	100,000	0	0	0	0
Meriden Park Play Area	250,000	0	222,000	28,000	28,000	0	0	0	0
Callowland Recreation Ground	460,000	0	12,914	447,086	447,086	166,031	0	0	0
Oxhey Park	550,000	0	21,000	529,000	529,000	614	0	0	0
King George V Playing Field	350,000	0	12,723	337,277	337,277	0	0	0	0
Radlett Road MUGA	30,000	0	0	30,000	30,000	0	0	0	0
Leavesden Green Rec MUGA	50,000	0	0	50,000	50,000	53,487	0	0	0
North Watford Cemetery	75,000	0	4,000	71,000	71,000	0	0	0	0
Vicarage Road Cemetery	75,000	0	4,000	71,000	71,000	0	0	0	0
Cherry Tree Allotments	33,000	0	0	33,000	33,000	6,460	0	0	0
Farm Terrace Allotments	0	0	0	0	0	3,600	0	0	0
Skate Park Improvements	30,000	0	0	0	0	0	30,000	0	0
Berry Avenue Play Area	60,000	0	0	0	0	0	60,000	0	0
Southwold Road Play Area	50,000	0	0	0	0	0	50,000	0	0
Ridgehurst Avenue Play Area	50,000	0	0	0	0	0	50,000	0	0
Garston Park	62,000	0	0	0	0	0	62,000	0	0
Centennial House Landscaping & Maint'ce	1,050	0	0	450	450	0	390	210	0
<b>Total Section 106 Schemes</b>	<b>7,543,607</b>	<b>530,089</b>	<b>1,151,823</b>	<b>4,799,095</b>	<b>3,801,533</b>	<b>866,505</b>	<b>1,137,452</b>	<b>922,710</b>	<b>0</b>
<i>Rounding Adjustments</i>	<i>1</i>	<i>1</i>	<i>1</i>						
<b>Total Capital Investment Programme</b>	<b>46,083,775</b>	<b>10,311,803</b>	<b>10,065,778</b>	<b>12,293,439</b>	<b>11,264,722</b>	<b>2,131,292</b>	<b>9,441,171</b>	<b>4,798,251</b>	<b>202,050</b>

## **Part 2 - Performance Indicators**

### **2 - Performance Indicators**

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

#### **2.1 Treasury Management Performance**

The performance of the council's treasury management strategy for the period ending 30th September 2012 shows an average annualised return on investments of 1.3% which is in line with estimate. Interest received as at 30th September 2012 (after allowing for previous year accruals) equates to £165k.

The current estimate of interest returns for 2012/13 is:

	<b><u>2012/13</u></b>
Best case	1.3 %
Central case	1.2 %
Worst case	1.1 %

Interest base rates (0.5%) are not now expected to rise until December 2014.

## 2.2 Council Tax and NNDR

The Council Tax and NNDR collection rates @ period 6 are as follows :-

<b>Council Tax Collection rates</b>	<b>2010/11 %</b>	<b>2011/12 %</b>	<b>2012/13 %</b>	<b>Target %</b>
April	10.8	10.7	11.1	10.8
May	17.8	19.7	19.6	19.8
June	27.2	28.5	28.1	28.6
July	35.8	37.6	36.8	37.7
August	45.0	46.5	46.0	46.6
September	54.1	55.0	54.7	55.1
October	62.8	64.0		64.1
November	71.9	73.2		73.3
December	80.4	82.1		82.2
January	88.9	90.3		90.4
February	92.8	93.6		93.7
March	95.3	95.5		96.0

<b>NNDR Collection rates</b>	<b>2010/11 %</b>	<b>2011/12 %</b>	<b>2012/13 %</b>	<b>Target %</b>
April	9.6	13.7	13.5	13.8
May	17.2	23.5	23.0	23.6
June	27.2	33.4	32.6	33.5
July	37.2	41.6	41.8	41.8
August	51.7	50.5	50.3	50.7
September	57.9	60.2	56.6	60.4
October	68.9	68.9		69.1
November	80.2	77.8		78.0
December	87.2	88.6		88.8
January	93.5	92.8		93.1
February	95.7	95.0		95.3
March	96.3	96.7		97.0

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

### 2.3 Creditor Payment Monitoring @ period 6 (September 2012)

The Council paid 88.21% of undisputed invoices within 30 days (against an Audit Commission target of 100%)

The number of payments made by BACS for the month was 89.26% (cumulative figure is 86.05%) against a target of 90%.

#### Creditor Payment Monitoring Statistics By Service Area

	Total Undisputed Invoices	Late Payments	Payments On Time	% Payments On Time (This Month)	% Payments On Time (Yr to date)
Community Services	111	15	96	86.49	92.22
Environmental Services	316	12	304	96.20	97.99
Planning	37	2	35	94.59	88.27
Managing Director	16	1	15	93.75	86.27
Legal and Property	194	45	149	76.80	80.58
Shared Services	64	12	52	81.25	84.20
<b>Total</b>	<b>738</b>	<b>87</b>	<b>651</b>	<b>88.21</b>	<b>90.32</b>

#### Cumulative Percentages of Payments Made On Time

	2010/11	2011/12	2012/13
April	N/A	98.45	94.67
May	63.77	95.11	92.09
June	69.79	93.27	91.69
July	71.77	93.23	90.91
August	74.62	92.63	90.78
September	81.59	92.49	90.32
October	84.61	92.65	
November	86.45	93.22	
December	87.59	93.37	
January	87.91	93.04	
February	87.94	93.29	
March	89.16	93.51	

The April figure was not reported separately in 2010/11 so a historic comparison for this month is not possible.

## 2.4 Debtors Monitoring @ period 6 (September 2012)

A summary of debtors raised / paid is shown in the table below.

### General Debtor Invoices Raised to the end of September 2012

Invoices Raised from 1st April 2012 to 30th September 2012					
Service Area	No. Invoices	Total Raised £	Collected £	Outstanding	
				£	%
Community Services	213	1,313,373	960,698	352,675	26.85
Environmental Services	1,510	745,809	631,923	113,885	15.27
Planning	153	465,074	453,327	11,747	2.53
Corporate Management	9	103,722	73,756	29,966	28.89
Legal and Property	3,290	6,335,370	5,811,289	524,081	8.27
Human Resources	9	21,374	3,598	17,776	83.17
Housing	4	903	649	254	28.13
Finance	125	824,117	808,054	16,063	1.95
ICT	0	0	0	0	N/A
Revenues & Benefits	338	17,863	9,124	8,740	48.92
<b>Total</b>	<b>5,651</b>	<b>9,827,604</b>	<b>8,752,418</b>	<b>1,075,187</b>	<b>10.94</b>

Of the outstanding debt of £1,075,187, the amount between 0 to 3 months old is £710,053 (66.04%)

## 2.5 Key Business Indicators

Monthly indicators at the end of September 2012 (Period 6) are :-

Performance Indicator	Target for Year	Actual
Occupancy rates - Market	70%	Not available
Occupancy rates - Commercial Property	99%	Not available
Repair & Maintenance Programme (incl Yr 5 capitalised budget)	£1,502k	£303k
Capital Programme General	See pages 17-20	See pages 17-20
Capital Programme Section 106	See pages 17-20	See pages 17-20
Average time to process housing benefits claims (from date of claim)	25 days	Not available
Average time to process change of circumstances	15 days	Not available
Sickness absence (working days lost per employee)	3.25 days (profile target @ period 6)	4.96 days (as @ end of period 6)
Staff Appraisals completed on time	100%	97.54%
CSC service levels - 95% all calls answered	95%	98%
Complaints resolved at Stage 1	90%	67%
% of valid bins missed	<0.05%	Not available
ICT service availability to users during core working hours	99.5%	Not available