



FINANCE DIGEST

General Fund

Financial Monitoring

Period 7

(October 2011)

Foreword

The monthly Finance Digest is a 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 Nigel Pollard (727198) or Gilbert Mills (727437).

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 including performance within a number of discrete areas.

Part 1 - Budgetary Control

This 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. The Digest includes information on key risks and volatile budgets including any action taken to mitigate their impact. Revenue spend is forecast monthly whereas capital updates are normally provided on a quarterly basis.

Part 2 - Performance Indicators

This section provides the latest performance information.

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1 - General Fund Revenue

- 1.1 This report provides an update, in summary form, of the latest position as at 31st October 2011 on the Council's budget for the current financial year.
- 1.2 The forecast out-turn net expenditure for 2011/12 at the end of period 7 is predicted to be £15,186k and needs to be reconciled back to the net budget requirement agreed at the start of the year of £14,708k. The difference of (£478k) comprises the following :-

	£k
* Use of 2010/11 Carry Forward Reserve	(349)
* Use of Invest To Save Reserve (Resilience Officer & V4 Consultancy)	(43)
* Contribution to Vehicle Replacement Reserve	150
* Use of LABGI Reserve (funding for 'Watford for You', 'Imagine Watford' & Indoor Guest Market)	(55)
* Use of Economic Impact Reserve (funding 'Watford Learning Partnership')	(23)
* Anticipated use of Economic Impact Reserve up to period 7	(158)
Sum of reserve movements up to period 7	<u>(478)</u>

1.3 Carry Forward Reserve (£349k)

In closing the final accounts for 2010/2011 there were a number of specific expenditure programmes which had been delayed and for which an under spend was being reported. The Leadership Team considered all proposals and agreed that budgets could be carried forward into 2011/2012. These proposals totalled £349k and a specific reserve was set up to enable the expenditure to be financed and, as a consequence, the Current Budget for 2011/2012 has been increased accordingly. Full detail of all carry forward proposals has been itemised on individual service variance sheets. As of the Period 4 Digest onwards, only the total of carry forwards will be reported.

Invest to Save Reserve (£43k)

The Mayor has approved the two year appointment of a Resilience Officer (£38k) who will have responsibility for liaising with the voluntary sector in order to help co-ordinate current and future service delivery on behalf of the Council. In addition to this, the Council is currently utilising the services of V4 Consultancy (£5k as at period 7) to prepare an Outline Business Case for Parks, Street Cleansing & Waste Services to be available in the early part of the new year.

Vehicle Replacement Reserve £150k

This budgeted reserve was created to finance future vehicle acquisitions, notably refuse and recycling freighters used within Environmental Services.

Local Authority Business Growth Incentive (LABGI) Reserve (£55k)

This reserve is being utilised to develop opportunities that exist through programmes connected with 'Imagine Watford' (£20k) and 'Watford for You' (£25k). It is also funding costs associated with the Indoor Guest Market at Charter Place (£10k).

Economic Impact Reserve (£23k)

Aggregated funds held on behalf of the local strategic partnership under the 'Watford Learning Partnership' (£23k) are to be utilised from this reserve.

Anticipated Use of Economic Impact Reserve (£158k)

This reserve largely reflects the overspend / underspend position of the Council. As at the end of period 7, it is showing £158k will need to be drawn down from it which largely comprises the £150k additional cost of bed and breakfast for homeless families.

Table 1 - General Fund summary

General Fund Variance Summary for 2011/12 Period 7

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	Total Forecast Variance	Forecast Outturn	Variance	
	£000's	£000's	£000's	£000's	£000's	£000's	%	☺
Corporate Services	473	636	14	1	15	651	2.4	☹
Community Services	8,701	8,747	50	(53)	(3)	8,744	0.0	☺
Environmental Services	6,199	6,203	0	0	0	6,203	0.0	☺
Planning	2,305	2,333	(67)	69	2	2,335	0.1	☹
Corporate Management	1,360	1,360	0	0	0	1,360	0.0	☺
Legal and Property Services	(3,576)	(3,418)	(16)	31	15	(3,403)	0.4	☹
Shared Services Implementation	30	30	0	0	0	30	0.0	☺
Shared Services	3,881	3,889	76	0	76	3,965	2.0	☹
Strategic Finance	(4,792)	(4,739)	25	15	40	(4,699)	0.8	☹
NET GENERAL FUND	14,581	15,041	82	63	145	15,186	1.0	☹
Transfer To/(From) Reserves	150	(333)	(83)	(62)	(145)	(478)		
Transfer To/(From) Working Balance	(13)	0	0	0	0	0		
<i>Rounding Adjustment</i>			1	(1)				
NET BUDGET REQUIREMENT	14,718	14,708	0	0	0	14,708		
General Fund working Balance								
Opening Balance	1,350	1,350	0	0	0	1,350		
Transfer To/(From) Working Balance	(13)	0	0	0	0	0		
CLOSING WORKING BALANCE	1,337	1,350	0	0	0	1,350		

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 6	Forecast Variance This Month	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	
Corporate Services								
Partnerships & Performance	473	98	571	15	(1)	14	585	
Customer Services	0	10	10	0	0	0	10	
Corporate Projects	0	56	56	0	0	0	56	
<i>Rounding Adjustment</i>			(1)		1	1		
Total for Corporate Services	473	164	636	15	0	15	651	

Variance Analysis by Service and Cost Centre (contd.)

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

Agreed Budget Changes reported in Finance Digest Period 6

116

25 Approved virement from LABGI Reserve Re 'Watford for You'

23 Approved virement from Economic Impact Reserve Re 'Watford Learning Partnership'

Corporate Services - Total

164

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Community Services								
Parks and Open Spaces	2,075	2	2,077	10	20	30	2,107	Replacement costs for stolen equipment totalling £16k and additional £4k spend anticipated on skip hire.
Sports and Arts	4,297	44	4,341	(131)	(22)	(153)	4,188	Further reduced commissioning costs for Youth Services of (£10k) as well as extra savings identified via vacant posts of (£20k), in part offset by an expected £8k spend anticipated on hoist equipment at the Colosseum.
Housing	2,329	0	2,329	172	(50)	122	2,451	Expected income increases at hostels (£40k) and WBC managed properties of (£10k) due to current pressure within the temporary housing market.
<i>Rounding Adjustment</i>							(2)	
Total for Community Services	8,701	46	8,747	51	(52)	(1)	8,744	

Notes to Agreed Budget Changes

Agreed Budget Changes reported in Finance Digest Period 6

Community Services - Total

Reason for Agreed Budget Change

44

2 Approved virement from Invest to Save Reserve Re V4 Consultancy

46

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Environmental Services								
Environmental Health & Licensing	1,604	2	1,606	0	0	0	1,606	
Street Cleansing	2,068	0	2,068	0	0	0	2,068	
Waste & Recycling	2,527	2	2,529	0	0	0	2,529	
Total for Environmental Services	6,199	4	6,203	0	0	0	6,203	

Notes to Agreed Budget Changes

Agreed Budget Changes reported in Finance Digest Period 6

Reason for Agreed Budget Change

0

3 Approved virement from Invest to Save Reserve Re V4 Consultancy

1 Minor adjustments

Environmental Services - Total

4

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Planning Services								
Development Section	1,070	0	1,070	(43)	6	(37)	1,033	Further £6k income reduction with regard staff monitoring in connection with S106 works.
Transport and Infrastructure	667	8	675	(24)	63	39	714	Occupancy levels at the Avenue Car park lower than expected reducing income by £20k. In addition to this, Yr 1 SP not achieved with regard disabled parking bays (Ref No 72) totalling £43k due to it being retained as a free service.
Policy Team	568	20	588	0	0	0	588	
Economic Development	0	(0)	0	0	0	0	0	
Total for Planning Services	2,305	28	2,333	(67)	69	2	2,335	

Notes to Agreed Budget Changes

Agreed Budget Changes reported in Finance Digest Period 6

Planning Services - Total

Reason for Agreed Budget Change

8

20 Approved virement from LABGI Reserve Re 'Imagine Watford'

28

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Corporate Management								
Corporate Management	1,360	0	1,360	0	0	0	1,360	
Total for Corporate Management	1,360	0	1,360	0	0	0	1,360	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported
in Finance Digest Period 6**

0

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Legal and Property Services								
Legal and Democratic	1,810	12	1,822	(7)	0	(7)	1,815	
Property	(5,816)	0	(5,816)	(9)	0	(9)	(5,825)	
Buildings and Projects	430	146	576	0	31	31	607	Yr 1 SP not achieved with regard public conveniences (Ref No 64) totalling £61k due to Subway toilets remaining open. This has been part offset by an anticipated (£30k) reduction in general routine property maintenance affecting operational buildings.
Total for Legal and Property Services	(3,576)	158	(3,418)	(16)	31	15	(3,403)	

Notes to Agreed Budget Changes

Agreed Budget Changes reported in Finance Digest Period 6

Reason for Agreed Budget Change

158

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Shared Services Implementation								
Shared Services Implementation	30	0	30	0	0	0	30	
Total for Shared Services Implementation	30	0	30	0	0	0	30	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported
in Finance Digest Period 6**

Reason for Agreed Budget Change

0

Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Shared Services								
Revenues and Benefits	1,538	0	1,538	12	0	12	1,550	
ICT	875	(0)	875	66	0	66	941	
Human Resources	493	9	502	(3)	0	(3)	499	
Finance	975	0	975	0	0	0	975	
<i>Rounding Adjustment</i>			(1)					
Total for Shared Services	3,881	9	3,889	75	0	75	3,965	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported
in Finance Digest Period 6**

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Table 2 - Variance Analysis by Service and Cost Centre (contd.)

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	
Strategic Finance								
Finance and Resources	216	0	216	0	0	0	216	
Finance Services Client	(895)	40	(855)	0	0	0	(855)	
Revenues and Benefits Client	198	0	198	0	0	0	198	
ICT Services Client	(875)	0	(875)	0	0	0	(875)	
Human Resources Client	(493)	53	(440)	0	0	0	(440)	
Procurement	0	0	0	0	0	0	0	
Corporate costs	3,151	(40)	3,111	25	15	40	3,151	Expected reduction of £15k in investment interest due to lower returns.
Capital & FRS17 Adjustments	(6,094)	0	(6,094)	0	0	0	(6,094)	
Total for Strategic Finance	(4,792)	53	(4,739)	25	15	40	(4,699)	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported
in Finance Digest Period 6**

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Table 3 - Salary Breakdown

Salaries Variance Analysis (Excl. IAS19)

Service Area	Previous Year Final	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	Total Forecast Variance	Forecast Outturn	Variance		Comments regarding This Month's Forecast Variances
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	☺	
Corporate Services	1,754	1,434	146	1,580	15	0	15	1,595	0.9	☹	
Community Services	3,507	3,269	95	3,364	(94)	(20)	(114)	3,250	(3.4)	☺	See Table 2 - variance analysis by service and cost centre.
Environmental Services	4,821	4,724	0	4,724	0	0	0	4,724	0.0	☺	
Planning Services	2,043	2,078	0	2,078	(126)	0	(126)	1,952	(6.1)	☺	
Corporate Management	564	531	0	531	0	0	0	531	0.0	☹	
Legal and Property Services	2,606	2,450	(5)	2,445	0	0	0	2,445	0.0	☹	
Shared Services Implementation	298	43	0	43	0	0	0	43	0.0	☺	
Strategic Finance	145	204	(75)	129	0	0	0	129	0.0	☹	
Consultancy	437	274	(70)	204	0	0	0	204	0.0	☹	
Total	16,175	15,007	91	15,098	(205)	(20)	(225)	14,873	(1.5)	☺	

Notes to Agreed Budget Changes

Agreed Budget Changes reported in Finance Digest Period 6

Reason for Agreed Budget Change

86

5 Approved virement from Invest to Save Reserve Re V4 Consultancy

Total

91

Table 4 - Key Financial Risk Areas (as at end of October 2011)

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	(346)	(346)	0	15	15	(331)	4.3	☹	See Table 2 variance analysis by service and cost centre (Strategic Finance). Extreme volatility in the financial markets has resulted in a 'flight to safety' and maturity profile being shorter.	Dependent upon Eurozone countries resolving the issues around sovereign debt.
Commercial Property Income	(6,870)	(6,870)	34	0	34	(6,836)	0.5	☹	Currently holding up reasonably well, but economic situation will probably deteriorate.	
Charter Place Market Rents	(474)	(474)	0	0	0	(474)	0.0	☺	Vacancy levels are higher than budgeted. Under review and likely to report an adverse variance in future digest.	Marketing of vacancies is being actively pursued.
Bed and Breakfast homelessness cost increase	6	0	150	0	150	150	100.0	🔔	The Council is unable to accommodate all families deemed to be homeless without recourse to using bed and breakfast accommodation.	Options for commissioning additional temporary accommodation and more effective demand management being explored.
Development and Building Control Income	(635)	(635)	58	6	64	(571)	10.1	🔔	See Table 2 variance analysis by service and cost centre (Planning Services). Economic downturn has affected the level of fee income.	Staffing levels savings more than compensate for loss of income to date.

Table 4 - Key Financial Risk Areas (as at end of October 2011) contd.

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 6	Forecast Variance This Month	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	0	0	(40)	0.0	☺	The income budget has been reduced significantly due to a change in legislation. There could be the need to reimburse charges relating to previous years.	The LGA is supporting a 'test case' through the courts opposing the need to reimburse fee income.
Trade Refuse Income	(710)	(710)	0	0	0	(710)	0.0	☺	A fall off in demand for this service is being endured. A potential adverse variance for future digest (invoices to customers for second half of year dispatched in October).	A review of the trade refuse service may need to be carried out.
Kerbside Recycling Income	(607)	(607)	0	0	0	(607)	0.0	☺	Income forecast should be achieved.	
Council Tax and Rent Allowance Net Expenditure <i>(Client cost that includes relevant shared service operating costs detailed below)</i>	1,716	1,716	12	0	12	1,728	0.7	☹	This is potentially the greatest risk area facing the Council. Increased demand for this service and increased risks of overpayment could significantly affect this budget.	There needs to be a very rigorous quality control process in place to ensure all benefit claims are properly validated.
Shared Service Operating Costs :-										
Finance	975	975	0	0	0	975	0.0	☺	Reviewed and monitored monthly by the appropriate Head of Service	The harmonisation of processes should result in efficiencies.
Human Resources	493	502	(3)	0	(3)	499	(0.6)	☺		
ICT	875	875	66	0	66	941	7.5	☹		
Revenues & Benefits	1,538	1,538	12	0	12	1,550	0.8	☹		

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 function for the period ending 31st October 2011 shows an average annualised return on investments of 1.23% (compared to an estimate of 1.3%). Interest received as at 31st October 2011 (after allowing for previous year accruals) equates to £193k.

The current estimate of interest returns for 2011/12 is:

	2011/12
Best case	1.4 %
Central case	1.2 %
Worst case	1.0 %

Interest base rates (0.5%) are not now expected to rise until May 2013.

The revised forecast outturn for investment interest is £331k compared to an original estimate of £346k..

2.2 Council Tax and NNDR

For the 7 months ending 31st October 2011, for Council Tax and NNDR collection rates are as follows:

Council Tax Collection rates	2009/10	2010/11	2011/12	Target
	%	%	%	%
End April	9.3	10.8	10.7	8.3
End May	18.3	17.8	19.7	16.6
End June	27.4	27.2	28.5	24.9
End July	36.5	35.8	37.6	37.0
End August	45.4	45.0	46.5	46.0
End September	54.7	54.1	55.0	55.0
End October	63.9	62.8	64.0	64.0
End November	73.0	71.9		73.0
End December	81.7	80.4		82.0
End January	90.6	88.9		91.0
End February	94.8	92.8		94.0
End March	96.7	95.3		96.0

NNDR Collection rates	2009/10	2010/11	2011/12	Target
	%	%	%	%
End April	10.3	9.6	13.7	10.9
End May	20.7	17.2	23.5	21.0
End June	30.2	27.2	33.4	30.5
End July	39.7	37.2	41.6	40.0
End August	48.3	51.7	50.5	50.0
End September	58.5	57.9	60.2	60.0
End October	67.7	68.9	68.9	70.0
End November	77.0	80.2		80.0
End December	87.2	87.2		89.5
End January	94.2	93.5		96.0
End February	94.5	95.7		97.0
End March	95.9	96.3		98.0

The general improvement in collection rates in 2011/2012 are very encouraging and reflect an improved recovery performance from the Revenues Division.

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

2.3 Creditor Payment Monitoring

For 2011/12, and in particular the month of October 2011, the Council paid 93.52% of undisputed invoices within 30 days (against an Audit Commission target of 100%)

The number of payments made by BACS for October is currently 85.37% (cumulative figure is 85%) 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)
Corporate Services	36	0	36	100.00	97.36
Community Services	100	3	97	97.00	96.75
Environmental Services	327	5	322	98.47	98.76
Planning	36	3	33	91.67	94.56
Corporate Management	8	0	8	100.00	97.29
Legal and Property	190	17	173	91.05	83.13
Shared Services	121	25	96	79.34	84.44
Total	818	53	765	93.52	92.65

Cumulative Percentages of Payments Made On Time

	2009/10	2010/11	2011/12
April	N/A	N/A	98.45
May	98.15	63.77	95.11
June	96.59	69.79	93.27
July	96.07	71.77	93.23
August	95.35	74.62	92.63
September	94.06	81.59	92.49
October	93.58	84.61	92.65
November	93.60	86.45	
December	93.23	87.59	
January	92.40	87.91	
February	92.03	87.94	
March	92.22	89.16	

The April figure has not been reported separately in past years so a historic comparison is not possible.

As can be seen above, the cumulative position at the end of October 2011 indicates 92.65% of invoices were paid within 30 days.

2.4 Debtors

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

General Debtor Invoices Raised to the end of October 2011

Invoices Raised from 1st April 2011 to 31st October 2011					
Service Area	No. Invoices	Total Raised £	Collected £	Outstanding	
				£	%
Corporate Services	23	49,208	49,112	96	0.20
Community Services	1,307	412,054	389,335	22,719	5.51
Environmental Services	2,844	1,109,134	832,672	276,462	24.93
Planning	183	487,682	355,180	132,502	27.17
Corporate Management	16	4,942	4,942	0	0.00
Legal and Property	4,256	8,390,478	7,535,774	854,704	10.19
Human Resources	3	894	326	567	63.47
Housing	84	157,902	16,724	141,179	89.41
Finance	114	1,160,533	1,146,542	13,991	1.21
ICT	1	1,163	1,163	0	0.00
Revenues & Benefits	451	17,190	5,900	11,290	65.68
Total	9,282	11,791,180	10,337,670	1,453,510	12.33

Of the outstanding debt of £1,453,510, the amount between 0 to 3 months old is £980,000 (67.4%)

2.5 Key Business Indicators

Monthly indicators at the end of October 2011 (Period 7):

Occupancy rates at Market	N/A (target 75%)
Occupancy rates-Commercial	N/A (target 99%)
Repair & Maintenance Programme (incl Yr 4 capitalised budget)	27.0% underspent
Procurement Efficiencies	On target (only £50k assumed for the year)

Capital Programme	12% under spent at period 7
Capital Programme Section 106	68% under spent at period 7
Internal Audit Plan – productive days	5.6% over achieved
Average time to process housing benefits	45.46 days (against a target of 30 days).
Average time for change of circumstances	49.37 days (against a target of 20 days)
Sickness Levels	5.04 days at end of October 2011 (4.41 days is profiled target)
Staff Appraisals completed on time	95.6% (against a target of 100%)
CSC - all calls answered	99% (against a target of 95%)
Complaints resolved at Stage 1	83% (against a target of 90%)
% of valid bins missed	0.050% (target 0.1%) - exceptionally good performance
ICT service availability	95.28% during month (target 99.5%)