



# **FINANCE DIGEST**

**General Fund**

**Financial Monitoring**

**Period 8**

**(November 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 30th November 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 8 is predicted to be £15,777k and needs to be reconciled back to the net budget requirement agreed at the start of the year of £14,707k. The difference of (£1,070k) comprises the following :-

	£k
* Use of 2010/11 Carry Forward Reserve	(349)
* Use of Invest To Save Reserve (Resilience Officer & V4 Consultancy)	(59)
* Anticipated use of Invest To Save Reserve (Licensing Review)	(18)
* Contribution to Vehicle Replacement Reserve	150
* Use of LABGI Reserve (funding for 'Watford for You', 'Imagine Watford' & Indoor Guest Market)	(55)
* Anticipated use of LABGI Reserve (Unmet Demand Survey Re : Taxis)	(9)
* Use of Economic Impact Reserve (funding 'Watford Learning Partnership')	(23)
* Anticipated use of Economic Impact Reserve up to period 8	(706)
Sum of reserve movements up to period 8	<u>(1,070)</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 (£77k)

The Mayor has approved the funding of a two year appointment of a Resilience Officer (£38k), 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. In addition to this, the Council is currently utilising the services of V4 Consultancy (£21k as at period 8) to prepare an outline business case for Parks, Street Cleansing & Waste Services as well as Value Adding.com Ltd (£18k) to carry out a review of licensing.

### 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 (£64k)

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) and the 'Unmet Demand Survey' of circa (£9k) approved at Licensing Committee.

### 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 (£706k)

Members should be aware that the Council set up the Economic Impact Reserve a few years ago with the intention of building up a 'buffer' during the economically prosperous times so that there would be a reserve to fall back upon when the economic cycle became more adverse. This report does not need to go into detail but it is certainly the case that a global downturn is being experienced. This has particularly affected the retail sector of the UK economy whereby lack of consumer purchasing power combined with indebtedness of some companies has resulted in an increase in the volume of bankruptcy and administration.

This situation has an acute effect upon Watford's revenue budgets where circa £7m of rental income had been originally forecast.

The Interim Head of Property has reviewed the levels of income now expected and has reduced anticipated income as follows :-

Charter Place Shopping Centre	£244k adverse
Watford Business Park	£112k adverse
Harlequin Centre incl Multi Storey's (net)	£162k adverse (forecast recently received from CSC)
Charter Place Market	£79k adverse

The causes of these adverse variances include vacancies, revised rental terms (reduced), optimistic estimates and reduced number of stall holders (market).

The £706k use of Economic Impact Reserve for 2011/12 includes :-

Additional costs of bed & breakfast (homelessness)	£150k (previously reported)
Underachievement of service prioritisation targets	£239k (previously reported)
Commercial rents shortfall (incl Multi Storey's)	£518k
Market rents shortfall	£79k

The situation for 2012/13 is unlikely to improve and the preparation of next year's revenue budgets will need to take this into account.

It is however re-assuring that a review into the Revenues & Benefits client account (which disburses over £38m a year in housing related benefits) is now forecast to have a favourable variance of £44k.

The Leadership Team has considered the above situation and is considering what steps can be taken to try and compensate for the economic recession. These include analysing all discretionary expenditure and the freezing of vacancies for the last three months of the financial year.

**Table 1 - General Fund summary**

**General Fund Variance Summary for 2011/12 Period 8**

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 7	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	15	(63)	(48)	588	(7.5)	☺
Community Services	8,701	8,752	(3)	12	9	8,761	0.1	☹
Environmental Services	6,199	6,213	0	10	10	6,223	0.2	☹
Planning	2,305	2,335	2	18	20	2,355	0.9	☹
Corporate Management	1,360	1,360	0	0	0	1,360	0.0	☺
Legal and Property Services	(3,576)	(3,420)	15	691	706	(2,714)	20.6	🔔
Shared Services Implementation	30	30	0	0	0	30	0.0	☺
Shared Services	3,881	3,889	76	(18)	58	3,947	1.5	☹
Strategic Finance	(4,792)	(4,739)	40	(74)	(34)	(4,773)	(0.7)	☺
<b>NET GENERAL FUND</b>	<b>14,581</b>	<b>15,056</b>	<b>145</b>	<b>576</b>	<b>721</b>	<b>15,777</b>	<b>4.8</b>	☹
Transfer To/(From) Reserves	150	(349)	(145)	(575)	(720)	(1,069)		
Transfer To/(From) Working Balance	(13)	0	0	0	0	0		
<i>Rounding Adjustment</i>				(1)	(1)	(1)		
<b>NET BUDGET REQUIREMENT</b>	<b>14,718</b>	<b>14,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,707</b>		
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		
<b>CLOSING WORKING BALANCE</b>	<b>1,337</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 7	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	
<b>Corporate Services</b>								
Partnerships & Performance	473	98	571	14	0	14	585	
Customer Services	0	10	10	0	(81)	(81)	(71)	Net salary savings of (£81k) largely due to vacant posts remaining unfilled.
Corporate Projects	0	56	56	0	18	18	74	Corporate project support for licensing review of £18k funded from Invest to Save Reserve.
<i>Rounding Adjustment</i>			(1)	1	0	1		
<b>Total for Corporate Services</b>	<b>473</b>	<b>164</b>	<b>636</b>	<b>15</b>	<b>(63)</b>	<b>(48)</b>	<b>588</b>	

**Variance Analysis by Service and Cost Centre (contd.)**

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

Reason for Agreed Budget Change

**164**

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Community Services</b>								
Parks and Open Spaces	2,075	7	2,082	30	22	52	2,134	Adverse variance attributable to non and part achievement of SP Yr 1 savings with regard verge maintenance totalling £15k and income from allotment rents of £6k. Other minor variations of £1k were also reported.
Sports and Arts	4,297	44	4,341	(153)	(10)	(163)	4,178	Favourable variance due to lower anticipated costs associated with youth commissioning (£5k) and utility savings identified at the Museum (£5k).
Housing	2,329	0	2,329	122	0	122	2,451	
<i>Rounding Adjustment</i>							(2)	
<b>Total for Community Services</b>	<b>8,701</b>	<b>51</b>	<b>8,752</b>	<b>(1)</b>	<b>12</b>	<b>11</b>	<b>8,761</b>	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

Reason for Agreed Budget Change

**46**

5 Approved virement from Invest to Save Reserve Re V4 Consultancy

**Community Services - Total**

**51**



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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Environmental Services</b>								
Environmental Health & Licensing	1,604	2	1,606	0	10	10	1,616	'Unmet Demand Survey' for circa £10k requested by Licensing Committee to be funded by LABGI Reserve.
Street Cleansing	2,068	5	2,073	0	0	0	2,073	
Waste & Recycling	2,527	7	2,534	0	0	0	2,534	
<b>Total for Environmental Services</b>	<b>6,199</b>	<b>14</b>	<b>6,213</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>6,223</b>	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

Reason for Agreed Budget Change

**4**  
11 Approved virement from Invest to Save Reserve Re V4 Consultancy  
(1) Minor adjustments

**Environmental Services - Total**

**14**

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Planning Services</b>								
Development Section	1,070	2	1,072	(37)	0	(37)	1,035	
Transport and Infrastructure	667	8	675	39	17	56	731	£17k forecast change anticipated at year end with regard the transfer to the CPZ Reserve.
Policy Team	568	20	588	0	0	0	588	
Economic Development	0	(0)	0	0	0	0	0	
<i>Rounding Adjustment</i>				0	1	1	1	
<b>Total for Planning Services</b>	<b>2,305</b>	<b>30</b>	<b>2,335</b>	<b>2</b>	<b>18</b>	<b>20</b>	<b>2,355</b>	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

**Planning Services - Total**

Reason for Agreed Budget Change

**28**

2 Approved virement from Legal & Property Services Re IHS membership

**30**

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Corporate Management</b>								
Corporate Management	1,360	0	1,360	0	0	0	1,360	
<b>Total for Corporate Management</b>	1,360	0	1,360	0	0	0	1,360	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported  
in Finance Digest Period 7**

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 7	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	
<b>Legal and Property Services</b>								
Legal and Democratic	1,810	12	1,822	(7)	25	18	1,840	Expected county court costs associated with litigation resulting in a £25k adverse variance.
Property	(5,816)	0	(5,816)	(9)	666	657	(5,159)	Net salary costs of £57k largely attributable to replacements required for posts including that of the Interim Property Manager. An income review of our property portfolio via the Property team using complex financial modelling has also resulted in downward revisions for Charter Place Market £79k, Commercial Property of £606k (consisting of Charter Place Shopping Centre £244k, Watford Business Park £112k and Harlequin £250k) as well as Non Commercial interests, namely Parks & Leisure properties of £12k. Multi Storey car park income has bucked the trend however with an upward revision of (£88k).
Buildings and Projects	430	144	574	31	0	31	605	
<b>Total for Legal and Property Services</b>	<b>(3,576)</b>	<b>156</b>	<b>(3,420)</b>	<b>15</b>	<b>691</b>	<b>706</b>	<b>(2,714)</b>	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

**Legal and Property Services - Total**

Reason for Agreed Budget Change

**158**

(2) Approved virement to Planning Services Re IHS membership

**156**

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Shared Services Implementation</b>								
Shared Services Implementation	30	0	30	0	0	0	30	
<b>Total for Shared Services Implementation</b>	30	0	30	0	0	0	30	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported  
in Finance Digest Period 7**

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 7	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	
<b>Shared Services</b>								
Revenues and Benefits	1,538	0	1,538	12	14	26	1,564	WBC's share of forecast expenditure approved at Shared Services Board on 21st Nov 2011.
ICT	875	(0)	875	66	25	91	966	WBC's share of forecast expenditure approved at Shared Services Board on 21st Nov 2011.
Human Resources	493	9	502	(3)	(8)	(11)	491	WBC's share of forecast savings approved at Shared Services Board on 21st Nov 2011.
Finance	975	0	975	0	(49)	(49)	926	WBC's share of forecast savings approved at Shared Services Board on 21st Nov 2011.
<i>Rounding Adjustment</i>			(1)					
<b>Total for Shared Services</b>	<b>3,881</b>	<b>9</b>	<b>3,889</b>	<b>75</b>	<b>(18)</b>	<b>57</b>	<b>3,947</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 7**

**9**

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

Service Area	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	
<b>Strategic Finance</b>								
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	(44)	(44)	154	Favourable forecast variance of (£44k) identified through review of R&B client costs.
ICT Services Client	(875)	0	(875)	0	0	0	(875)	
Human Resources Client	(493)	53	(440)	0	(30)	(30)	(470)	Favourable forecast variance of (£30k) identified through use of new low cost corporate training provider as well as re-organisation of funding for project management training.
Procurement	0	0	0	0	0	0	0	
Corporate costs	3,151	(40)	3,111	40	0	40	3,151	
Capital & FRS17 Adjustments	(6,094)	0	(6,094)	0	0	0	(6,094)	
<b>Total for Strategic Finance</b>	<b>(4,792)</b>	<b>53</b>	<b>(4,739)</b>	<b>40</b>	<b>(74)</b>	<b>(34)</b>	<b>(4,773)</b>	

Notes to Agreed Budget Changes

Reason for Agreed Budget Change

**Agreed Budget Changes reported  
in Finance Digest Period 7**

**53**

**Table 3 - Salary Breakdown**

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

Service Area	Previous Year Final	Original Budget	Agreed Budget Change	Current Budget	Forecast Variance @ Period 7	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	(81)	(66)	1,514	(4.2)	☺	See Table 2 - variance analysis by service and cost centre.
Community Services	3,507	3,269	95	3,364	(114)	(49)	(163)	3,201	(4.8)	☺	Salary savings offset by use of contractors for verge maint'ce.
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	57	57	2,502	2.3	☹	See Table 2 - variance analysis by service and cost centre.
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	(54)	220	0	10	10	230	4.5	☹	
<b>Total</b>	<b>16,175</b>	<b>15,007</b>	<b>107</b>	<b>15,114</b>	<b>(225)</b>	<b>(63)</b>	<b>(288)</b>	<b>14,826</b>	<b>(1.9)</b>	<b>☺</b>	

Notes to Agreed Budget Changes

**Agreed Budget Changes reported in Finance Digest Period 7**

Reason for Agreed Budget Change

<b>91</b>	
16	Approved virement from Invest to Save Reserve Re V4 Consultancy
<b>107</b>	



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

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 7	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)	15	0	15	(331)	4.3		☹	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	606	640	(6,230)	9.3		☹	Reviewed by the Interim Property Manager as the economic situation continues to be challenging.	Routine monitoring due to exposure to the wider economic environment.
Charter Place Market	(485)	(485)	0	79	79	(406)	16.3		🔔	Vacancy levels are higher than budgeted resulting in a downward revision to income.	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)	64	0	64	(571)	10.1		🔔	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 November 2011) contd.**

Service Area	Original Budget	Current Budget	Forecast Variance @ Period 7	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.	
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	(19)	(7)	1,709	(0.4)	☺	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	(49)	(49)	926	(5.0)	☺	Reviewed and monitored monthly by the appropriate Head of Service and updated via approved forecast changes agreed at Shared Services Board.	The harmonisation of processes should result in efficiencies.
Human Resources	493	502	(3)	(8)	(11)	491	(2.2)	☺		
ICT	875	875	66	25	91	966	10.4	☺		
Revenues & Benefits	1,538	1,538	12	14	26	1,564	1.7	☺		

## 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 30th November 2011 shows an average annualised return on investments of 1.23% (compared to an estimate of 1.3%). Interest received as at 30th November 2011 (after allowing for previous year accruals) equates to £216k.

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

	<b>2011/12</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 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 8 months ending 30th November 2011, for Council Tax and NNDR collection rates are as follows:

<b>Council Tax Collection rates</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
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	73.2	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

<b>NNDR Collection rates</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>Target</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
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	77.8	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 November 2011, the Council paid 96.59% of undisputed invoices within 30 days (against an Audit Commission target of 100%)

The number of payments made by BACS for November 2011 is currently 87.90% (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	34	0	34	100.00	97.77
Community Services	114	0	114	100.00	97.21
Environmental Services	360	3	357	99.17	98.82
Planning	36	0	36	100.00	95.45
Corporate Management	15	0	15	100.00	97.75
Legal and Property	219	20	199	90.87	84.29
Shared Services	102	7	95	93.14	85.60
<b>Total</b>	<b>880</b>	<b>30</b>	<b>850</b>	<b>96.59</b>	<b>93.22</b>

### 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	93.22
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 November 2011 indicates 93.22% 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 November 2011

Invoices Raised from 1st April 2011 to 30th November 2011					
Service Area	No. Invoices	Total Raised £	Collected £	Outstanding	
				£	%
Corporate Services	23	49,208	49,208	0	0.00
Community Services	1,328	424,981	398,483	26,498	6.24
Environmental Services	3,111	1,281,286	1,060,919	220,367	17.20
Planning	204	595,334	488,045	107,289	18.02
Corporate Management	20	5,482	5,170	312	5.69
Legal and Property	4,851	8,769,169	8,105,706	663,463	7.57
Human Resources	4	1,464	653	811	55.40
Housing	99	187,657	169,770	17,887	9.53
Finance	119	1,162,276	1,148,487	13,789	1.19
ICT	1	1,163	1,163	0	0.00
Revenues & Benefits	538	20,015	8,090	11,925	59.58
<b>Total</b>	<b>10,298</b>	<b>12,498,034</b>	<b>11,435,692</b>	<b>1,062,341</b>	<b>8.50</b>

Of the outstanding debt of £1,062,341, the amount between 0 to 3 months old is £583,891 (55.0%)

## 2.5 Key Business Indicators

### Monthly indicators at the end of November 2011 (Period 8):

Occupancy rates at Market	65% (target 75%)
Occupancy rates-Commercial	98% (target 99%)
Repair & Maintenance Programme (incl Yr 4 capitalised budget)	18.0% underspent
Procurement Efficiencies	On target (only £50k assumed for the year)

Capital Programme	3.6% under spent at period 8
Capital Programme Section 106	45.8% under spent at period 8
Internal Audit Plan – productive days	0.45% over achieved
Average time to process housing benefits	41.93 days (against a target of 30 days).
Average time for change of circumstances	48.14 days (against a target of 20 days)
Sickness Levels	5.55 days at end of November 2011 (5.07 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	78% (against a target of 90%)
% of valid bins missed	0.048% (target <0.1%) - exceptionally good performance
ICT service availability	98.89% during month (target 99.5%)