

Appendix 1 – July 2022

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Put action to address the climate emergency at the heart of our work

We will lead by example, setting ambitious targets to reduce our own carbon emissions and aligning our carbon net zero commitments to the principles of the Climate and Ecology Bill. Our environmental and planning ambitions will prioritise climate action and community resilience.

Status of Indicators	31/07/2022
OCC01 - Put action to address the climate emergency at the heart of our work	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns by March 2023	Bill Cotton	Cllr A Gant	2,785	2,000	★	2785 street lights were fitted with LED Lanterns in July			8,936	6,800	★
OCC01.05 Total number of electric vehicle charging points by end of March 2023	Tim Spiers	Cllr P Sudbury	0	0	★	The wayleave required to connect the final 8 chargers in Claremont car park, Bicester has been delayed whilst discussions were held with the new owner of the land that we require access to. They have signed them and they have been passed on to SSEN to be finalised. We are now awaiting a connection date and the chargers should be made publicly available within a couple of weeks after that. We would hope that this will be before the end of August.	No financial impact	Minimal - timing only	205	205	★
OCC01.09 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	58.15%	62.00%	●	It was anticipated there was to be a reduction in performance due to the dry weather in recent months causing less garden waste to be received.	There is no financial risk to Service	There is no risk to Service	58.33%	62.00%	●

Tackle inequalities in Oxfordshire

We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need.

We will seek practical solutions for those most adversely affected by the pandemic.

We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.

Status of Indicators	31/07/2022
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.02 No of active borrowers (library members who have borrowed at least on item a year)	Mark Haynes	Cllr J Hannaby	60,874.00	61,000.00	★	Figure has increased and remains on target, but current trajectory shows it may dip below target before year end. Work is ongoing to increase this number back to pre-COVID levels	No significant financial risk linked to this measure.	Summer reading challenge is underway, which should help boost active readership amongst younger people, which is a strong performance area for the service (targetting reaching 10k children over the summer).	235,763.00	221,000.00	★
OCC02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Mark Haynes	Cllr J Hannaby	120,257.00	113,000.00	★	History Service digital engagement was 11% above target, mainly due to increased traffic on the Picture Oxon website; but social media traffic significantly down due to reduced staff capacity. Museums Service website visits up 150%, Witney Blankets website up 70% and Facebook engagement grown from 963 in previous month to 3,769. Growth can partly be accounted for by beginning of the School Summer Holidays and people researching event and activity options. We have also introduced new branding and summer campaigns across our digital platforms. Victoria County History figure was 2% above target. Two more major draft sections on Chipping Norton were added to the VCH website inviting comment and supplementing the drafts already there.	We gain income from people accessing family history records online and are developing an online payment system to be embedded within the emerging Heritage Search platform, so trying to increase income/reduce financial risk in this way.	Excellent progress, and digital engagement remains a strategic priority for the team.	490,062.00	452,000.00	★
OCC02.04 Number of physical visits to Libraries	Mark Haynes	Cllr J Hannaby	127,437.00	115,000.00	★	The target for physical visits to Libraries has recently been adjusted (for the remainder of the year) and is now one that reflects a more realistic figure, in line with the post Covid / Omicron pandemic recovery. The service is confident that it will now be able to meet them.	As noted above, the service has highlighted the financial pressures on Libraries in a paper presented to SLT in July and also to the Portfolio holder. Decisions are pending a secondary discussion in September.	As noted, it has been agreed by our Director that this target will be adjusted in due course and service is confident of achieving new target levels.	489,407.00	595,000.00	▲
OCC02.10 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr J Hannaby	534.00	300.00	★	This figure continues to grow and remains well above target - thanks to some planned focus on MECC during May and June.	Performing well above target and this type of preventative work on behalf of Public Health should be acknowledged 'financially' as currently no budget is aligned to this work. A meeting with Public Health is scheduled for September 2022.	Recent intranet article has highlighted exemplary work that Libraries do in this area and performance remains strong.	1,944.00	1,200.00	★

Prioritise the health and wellbeing of residents

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing.

We will support the wellbeing of those in our community who have been affected, physically and mentally, by the COVID-19 pandemic and will continue to support our volunteers and the voluntary sector.

Status of Indicators	31/07/2022
OCC03 - Prioritise the health and wellbeing of residents	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.05 Number of library issues (books, DVD, CD's, E-books)	Mark Haynes	Cllr J Hannaby	284,940.00	290,000.00	★	Issues continue to remain above target. This month represents our highest monthly return since August 2019.	Investment in new stock is critical to maintain performance in this area.	Excellent progress and demonstrates that service has recovered strongly following the pandemic.	1,067,142.00	1,070,000.00	★
OCC03.06 Digital engagement with library services	Mark Haynes	Cllr J Hannaby	124,488.00	115,000.00	★	Figure remains above target with good engagement with our Reference Online offer.	Have secured COMF monies to invest further in eBook offer; also allocating increased level of internal collections budget to try and keep pace with demand in this area. As previously noted, the service has highlighted the financial pressures on Libraries in a paper presented to SLT in July, and medium, to long term, there is concern that the service will not be able to afford to sustain investment in this area.	Service maintaining strong performance levels. Usage of online resources and digital offer doubled during pandemic and has remained high.	496,777.00	460,000.00	★
OCC03.14 No of physical visits to Heritage services	Mark Haynes	Cllr J Hannaby	8,757.00	9,375.00	●	History: History Service visitor figure was 13% below target but was an 88.75% increase on Jul 2021. Museums Service visits were below target, however numbers have increased from the previous month. Figure may be artificially lowered as engagement in summer family activities is gathered at the end of the summer for the whole programme period. Notable increase of 500 visitors to the Oxfordshire Museum . Victoria County History figure was above target due to higher than anticipated visitor attendance at Oxfordshire Past event	Strong family activity programme over summer should have a positive impact on visitor numbers and spend and this, in turn will help minimise any financial risks/make the service more sustainable.	The overall trend is one of growth, which is what we would want to see/expect. The recruitment of a new Museum Service Manager in June was a very positive step, as this is already bringing greater emphasis on the offer for visitors and a renewed focus on the activity programme.	34,625.00	33,400.00	★

Support carers and the social care system

We will engage nationally to push for a fair deal for the funding of social care.

Locally, we will support carers, including young carers and help those who want to live independently.

We will work with communities and the voluntary sector to explore new ways to provide services and focus on preventative services, helping people to stay active and supported at all stages of their lives.

We will support intergenerational programmes to build strong and resilient communities.

We will work in collaboration across the health and social care system.

Status of Indicators	31/07/2022
OCC04 - Support carers and the social care system	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.01 No of people supported with on-going care	Karen Fuller	Cllr T Bearder	6,322.00		n/a				6,322.00		n/a
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder	87.70%	86.00%	★				87.80%	86.00%	★
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	21.50%	22.00%	●	Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. In Oxfordshire 22% of older people supported at home have a direct payment compared to 15% nationally. A new Direct Payment Model was implemented in April 2021. As the Direct Payment Advice Team develops we would expect to see the trend increasing again. We are developing a strategic plan for further development of the Personal Assistance Market (where many people spend their direct payment) including training opportunities	No significant overall financial impact	The figure remains above the national average, however direct payments increase people's choice and control, so a falling level of direct payments may lead to reduced satisfaction and may put additional pressures on other services such as home care availability	21.88%	22.00%	●
OCC04.04 % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	39.30%	40.00%	●	Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. 39.3% of adults of a working age receive their care via a direct payment. This is marginally better than the national average (38%). Performance continues to improve month on month. A new Direct Payment Model was implemented in April 2021. As the Direct Payment Advice Team develops we would expect to see the trend increasing again. We are developing a strategic plan for further development of the Personal Assistance Market (where many people spend their direct payment) including training opportunities	No significant overall financial impact	The figure remains above the national average, however direct payments increase people's choice and control, so a falling level of direct payments may lead to reduced satisfaction and may put additional pressures on other services such as home care availability	39.18%	40.00%	●
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	59.50%	60.00%	●	The proportion of older people who are supported, who live in their own homes is 59.5% against a target of 60%. It is up 0.2% from the start of the year, but down on last month. People prefer where possible to live in their own home and we continues to deliver services such as home care and extra care housing to make this possible	There are minor financial impacts associated with this measure as increased demand for care homes may increase the unit cost and place a pressure on the care home budget.	People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible, however the proportion of older people supported by adult social care in their own home is below the national average and this provides a risk to the strategic objective of supporting carers and the social care system as we are not delivering the strategic outcomes people want.	59.53%	60.00%	●
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	600.00		n/a				2,078.00		n/a
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	403.00		n/a				1,013.00		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	5,683.00	5,450.00	★				22,130.00	21,800.00	★

Invest in an inclusive, integrated and sustainable transport network

We will create a transport network that makes active travel the first choice for short journeys and invest in public transport to significantly reduce our reliance on car journeys. In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars.

Status of Indicators	31/07/2022
OCC05 - Invest in an inclusive, integrated and sustainable transport network	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC05.01 No of students who have successfully completed a travel model shift	Bill Cotton	Cllr A Gant	277.00	270.00	★	Number of those that have been the recipient of a modal shift remain static.			1,109.00	1,050.00	★
OCC05.02 % of contracted seats designated to school children	Bill Cotton	Cllr A Gant	0.00%	0.00%	★	Due to July being a month when schools can finish at different times, and all schools being closed well before the end of the month, the result of this KPI does not hold any value apart from possibly being compared with previous July's. Any result would have to be based on no more than 2 weeks into July, also no new contracts are awarded in July, although several close. To avoid misinterpretation it is sensible to report a figure of zero for this month, as with August.			56.25%	56.25%	★
OCC05.03 135 km (3%) of the highway to be resurfaced	Bill Cotton	Cllr A Gant	105.20	98.50	★	5km of highway was resurfaced in July; which gives an accumulative total of 105.2km in total.			297.10	278.90	★

Create opportunities for children and young people to reach their full potential

We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future, including safeguarding, and supporting those more vulnerable and with additional needs.

We will continue to work with partners to provide help early so children and families are less likely to be in need.

Status of Indicators	31/07/2022
OCC07 - Create opportunities for children and young people to reach their full potential	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighouse	2,371.00	1,516.00	▲	MASH rose by 35%, in 20/21. In 21/22 they rose again, by 18%. However in the first four months of this year contacts have fallen by 4% on the same quarter last year. Demand is being managed by additional temporary staff and are reviewing activity to see what can be managed elsewhere.	The costs of additional temporary staff have been met by Covid funds which are planned to continue in 22/23 subject to the level of demand	Additional demand increases the risk that children will not be seen in a timely manner (strategic risk safeguarding vulnerable children). The risk is being managed by the provision of additional staff who ensure that the statutory timeframes for responding to the most significant safeguarding concerns are addressed and performance remains high at circa 90% within 24 hours. Performance on other concerns has dropped	9,700.00	6,064.00	▲
OCC07.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	228.00	510.00	●	The children's trust agreed a stretched target of 5,000 early help assessments this year and 10,000 in 23/24. However in the first quarter of this year the number of early help assessments between April and July are 14% lower than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help	Potential financial impact of increased demand on staffing budgets as more workers are needed to manage increasing caseloads and placement costs for cared for children.	There is evidence of avoidable demand in the system. Only 20% of MASH contacts lead to a social care referral; and around a half of social care assessments lead to a social care plan. A 2017 case review report suggested that 36% of children could have been prevented from becoming looked after, had an effective earlier intervention been made. At a workshop of young people who have experienced care, they suggested that life could have been different for them had earlier help and support been in place. In 2017 the Early Intervention Foundation estimated that late intervention costs across England and Wales are £17bn a year – in Oxfordshire that would equate to £200m. Failure to deliver sufficient and effective early help increases the likelihood of increased demand for children's services (SR1) and potentially placement sufficiency (SR5). Increased caseloads put additional pressures on social workers and impact on caseloads (SR4)	971.00	1,550.00	●
OCC07.03 Number of early help assessments completed by health visitors	Kevin Gordon	Cllr L Brighouse	0.00	67.00	▲	We are working with Oxford health through our contract on health visiting to increase the number of early help assessments in the year. This work is being completed within the early help strategy referred to on OCC7.02	See OCC7.02	See OCC7.02	22.00	267.00	●
OCC07.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	538.00		n/a				2,293.00		n/a
OCC07.05 No of children we care for who are Unaccompanied Asylum Seeking Children	Kevin Gordon	Cllr L Brighouse	4.00	4.00	★				67.00	74.00	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.06 No of children we care for (excluding Unaccompanied Children)	Kevin Gordon	Cllr L Brighouse	814.00	750.00	▲	The number of children we care for continues to rise. It remains below the national rate, but above that of similar authorities. We expected numbers to fall with the implementation of family solutions plus model, but this has not yet happened. The increase in younger children becoming looked after may be off the impact of the pandemic, higher level of need was much higher in some cases.	The more children we care for, the more placements we need. Increased need puts a price impact on placements and shortages of some placement types can mean children end up in more expensive placements. More cared for children may also mean higher caseloads and pressures on staffing budgets.	Increasing numbers of children we care for puts increasing pressures on placements (SR5). It also increase caseloads and retention of social workers (SR4)	814.00	750.00	▲
OCC07.07 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	541.00	550.00	★	541 children were the subject of a child protection plan at the end of July. This is marginally below the target (550) and that of similar authorities. It is over 200 less than the highpoint of June 2019 (769). Figures tend to increase before school holidays and at present this provides no significant concern			2,188.00	2,200.00	▲
OCC07.10 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	10.00%	60.00%	▲	<ul style="list-style-type: none"> • Sustained volume in requests for EHCNAs • Shortages of staff in both casework and EPS • Heavy resilience on agency staff both in casework and EPS • Continuous sickness absence including long-term • Implementation of a new Business Information System 	Budget forecasting reviewed and reflected in light of performance	Risk reviewed and reflected in strategic risk register	14.00%	60.00%	▲
OCC07.11 Monitor the number of children with an Education, Health and Care Plan	Kevin Gordon	Cllr L Brighouse	5,392.00		n/a				21,066.00		n/a

Work with local businesses and partners for environmental, economic and social benefit

We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies.

We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

Status of Indicators	31/07/2022
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	3.00	2.00	★				12.00	8.00	★
OCC09.05 No of new Community Micro Enterprises supporting people in the community	Karen Fuller	Cllr T Bearder	1.00	2.00	●	<p>Although the figure for new micro enterprises for the month was below target, across the year it remains at the target level. These enterprises provide local based support in people's local community helping them live well and stay safe.</p> <p>Marketing campaigns on social media (Google and Facebook) have brought in new enquiries about community micro enterprises. Community sessions (e.g. day centre and the Cherwell Collective) have brought an increase in volunteers, including adults with a learning disability who have been supported to take on responsibility. Increased internal communication has led to more people being signposted to these micro enterprises as a means of support</p>	There is no immediate financial impact, but failure to encourage greater resilience within our communities will lead to greater demand for social care services and consequent financial impact	Failure to encourage greater resilience within our communities, can lead to people becoming dependent on long term social care earlier than necessary and reduce their independence, have less positive life outcomes and experiences.	8.00	8.00	★

Running the business

Status of Indicators	31/07/2022
OCC10 - Customer Service	▲
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.01 % of Statutory Complaints (Stage1 or 2) responded to outside the response time	Mark Haynes	Cllr G Philips	0.00%		n/a	We are continuing to work with the developers to obtain this information. This data is not likely to be available until Q3			0.00%		n/a
OCC10.02 % of Corporate Complaints (Stage1 and 2) responded to outside of the response time	Mark Haynes	Cllr G Philips	0.00%		n/a	We are continuing to work with the developers to obtain this information. This data is not likely to be available until Q3			0.00%		n/a
OCC10.03 Achieve a high level of customer satisfaction across all channels in the CSC	Mark Haynes	Cllr G Philips	62%	65%	●	Latest satisfaction survey – July – 112 customers surveyed out of 13,023 calls received, which was 0.86% 62% of customers were satisfied with the service they received 64.8% of customers were satisfied with the adviser they spoke to. A pilot to increase customer uptake with our customer satisfaction survey began at the start of August. Our aim is to reach a minimum of 5% of total calls surveyed which will increase the richness of the data collected.	There is not a financial risk associated with CSAT as this is a performance metric, so will have no implications on our budget.	The customer satisfaction survey poses no risk to the reputation of the Council nor service, but is used as a means to improve services delivered to our customers. With the expected uptake of completed surveys over the next few months through our pilot, we will look to make improvements to enrich the customer experience.	62%	65%	●
OCC10.04 Resolve customer enq received through the telephony channels at the first point of contact	Mark Haynes	Cllr G Philips	70%	75%	●	7,455 inbound phone contacts were resolved at first point of contact. Changes were made at the beginning of June to add this metric to our telephony system. Since this has happened, the number of contacts resolved at first contact has started to increase.	The financial impact of not attaining First Call Resolution means that increased demand is pushed to the service areas. This can create a resourcing pressure in those areas and can lead to repeat callers thus increasing the demand again on the CSC.	Whilst this potential increase in demand (by not attaining a reasonable First Call Resolution rate) can pose a risk to reputation and financial pressure on repeat demand, we continue to review how we capture this information and how we feed it back into service improvement. It is now captured within the phone systems, so is mandatory for advisors to complete. We are tying the results of this into the revised Service Improvement log to capture specific examples.	73%	75%	●
OCC10.05 No of telephone calls to CSC abandoned	Mark Haynes	Cllr G Philips	18.00%	10.00%	●	During July, the Customer Service Centre received 13,023 inbound calls, down 6.2% against June. Compared to July 2021, they are up by 1.9%. The abandonment rate increased to 17.6%. We also dealt with 179 webchats across seven service areas of our website. We also dealt with 16 social media contacts from the official OCC Twitter & Facebook pages Demand across some of our services remain high and the number of vacancies we have is causing pressures in the teams. The difficulty in recruitment reflects the national labour shortage, and although there is internal churn (positive to OCC) it creates additional pressure and risk to the CSC	Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets.	Abandoned - Risk If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls. This is identified as a risk on the CSC Operational risk register. Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing.	15.38%	10.00%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr G Phillips	98%	95%	★	<p>The service has received many positive comments about customer service and staff performance during appointments and ceremonies, with some negative comments about appointment availability. Overall customer satisfaction has remained high at 98%. A selection of comments received are below:</p> <ul style="list-style-type: none"> • The registrar made this difficult process a lot easier than it might have been and was both very professional and very kind. • The only issue was the one week wait to book an appointment with the registrar to book my father's death. Once at the meeting, the staff were very kind and helpful. • Empathetic, experienced and professional staff. They could do with aircon. • It was an absolutely fantastic service. I really appreciate the registrar that attended to us. She was very kind and helpful. Well done to her and the entire Oxfordshire Birth registration team. Thank you • The gentleman who did our registration was a complete delight! He made the whole thing so special. Was excellent with our two year old also and made him feel very included. Honestly so special and very thankful for how lovely he was! • We had a fantastic experience with Oxfordshire registrars. The registrar made us feel so comfortable during our wedding ceremony and lots of our guests have positive feedback about how lovely the ceremony was. Thank you! 			98%	95%	★
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	1.10%	0.00%	●	<p>The forecast variation for the council is an overspend of £5.9m, or 1.1% of the budget. This is made up of a directorate overspend of £7.2m offset by £1.3m additional interest on balances held by the council. Within the total there is a forecast overspend of £7.9m for Children's Services reflecting increased demand and the availability and cost of care.</p>			0.68%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	70.00%	95.00%	▲	<p>The 2022/23 budget agreed includes planned directorate savings of £17.4m. 70% of these are currently on track to be delivered. £1.7m savings assessed as red relate to street lighting and a further £1.4m transformation savings in Commercial Development, Assets and Investment are not expected to be achieved. There are also £1.5m savings in Children's and £0.8m in Commercial Development, Assets and Investment assessed as amber. The impact of the anticipated delivery of the savings is built into the forecast for each directorate.</p>			75.25%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£30,800,000	£28,900,000	★	<p>After taking account of the forecast overspend of £5.9m, general balances will reduce to £30.8m. This is £1.9m above the risk assessed level for 2022/23.</p>			£134,600,000	£115,600,000	★
OCC11.05 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	1.4%	1.0%	▲	<p>The forecast directorate overspend of £7.2m includes a £7.9m overspend for Children's Services which is managing significant pressures reflecting the need for agency social workers to fill vacancies within the front line social care teams plus an increase in demand and the cost of care placements for children that the council cares for.</p>			1.2%	1.0%	▲
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	7.10%	0.00%	▲	<p>The forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £17.5m. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The forecast deficit would increase the total accumulated negative balance for High Needs held in this reserve to £47.3m at 31 March 2023.</p>			1.78%	0.00%	▲
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	95.00%	95.00%	★				95.00%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	94.20%	95.00%	●	<p>This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by Oxfordshire's Social Care Payments team via the social care finance systems. Social Care invoices account for 30% of invoices paid this month.</p> <p>The percentage of invoices paid on time is below target for the third month, whilst purchase order invoices have returned to above target, 95.6%, adult social care invoices have dropped from 93% to 90% paid on time.</p> <p>As reported last month, the Social care payments team have vacancies which they are struggling to fill and this is impacting performance. Furthermore there are challenges with 'upstream' processes which are increasing the number of invoices held in dispute and consequently impacting the performance. Since last month the Social Care Payments team have reviewed and streamlined their local process for dispute invoice management, introduced a revised exceptions process and escalated issues with upstream process issues to directorate service management.</p>			94.39%	95.00%	●
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	97.97%	95.00%	★	<p>This measure identifies the percentage of invoices issued by Oxfordshire that have been paid within 120 days; by 120 days all standard recovery effort should have been completed and the invoice referred to the Corporate Senior Recovery officer if not paid.</p> <p>In this period we are measuring invoices issued in April 2022. As expected the collection rate this month returned to above the 95% target, up by over 6% to 97.97%. Work continues with the Education service to review and improve the process for their invoice raising and collection so when the next termly invoices are issued their collection rates meet corporate standards.</p>			95.79%	95.00%	★
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£367,975	£300,000	★	<p>Debt requiring impairment is the value of invoices with potential to become unrecoverable, the potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk we are required to top up the impairment balance, consequently this figure is tracked through the year.</p> <p>Debt requiring impairment this month is £0.37m. The top two cases account for 32% of the total bad debt and are being actively worked on by teams to recover the debt.</p>			£1,030,964	£1,200,000	▲
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£4,045,590	£2,500,000	▲	<p>In 2021-22 the trailing impacts of Covid-19 had a significant effect on bad debt related to means tested social care contributions and a £1million top up to the impairment was required. In quarter four of 2021-22 the Adults directorate with support from Finance created a 18 month plan to address the levels of bad debt; additional resources have been brought in and a multi skilled task group has been assembled to ring-fence and clear bad debt cases over the next 12 to 18 months.</p> <p>The task group went live in May, completed recruitment in June, from July the team has a full complement of posts. The group are in the forming, assessment and prioritisation phase and as reported previously a reduction in bad debt is not expected until quarter three of 2022-23.</p>		There is a risk that whilst bad debt ring fenced within the task group is addressed the new debt, which is managed within existing team structures, becomes bad debt. The net effect would be higher levels of bad debt and a cost to the service to top up the impairment again at year end. Reporting is being developed to track debt both within and outside the task group.	£16,198,483	£10,000,000	▲
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£497,345,000	£442,000,000	●	<p>Cash balances are higher than forecast due to slippage in the capital programme.</p>			£471,992,000	£442,000,000	★
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.79%	0.35%	★				0.73%	0.35%	★
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★				3.75%	3.75%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr C Miller	89.03%	92.00%	●	The 120-day invoice collection rate was 89% this period, below the 92% target. As previously reported, reworked reminder communications are being developed by our partners to improve responses to reminder letters and should have a direct impact on collection rates. However, they are pending partner wide agreement and IT allocation to implement and are not expected until late Autumn 2022 at the earliest; a deployment date and final product has not been signed off.	Where the invoice collection rate drops there is a higher chance of escalating debt levels and a increase in the level of bad debt requiring impairment.		89.39%	92.00%	●