





# Annex A - July 2023

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## Key

Status Indicator	Status Description
	Misses target by significant margin
	Misses target by narrow margin
	Meets or exceeds target
?! 	Data missing
n/a	Monitoring only

## 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	31/07/2023
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	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Paul Fermer</li> </ul>	ClIr A Gant	126	100	★	We have exceeded our monthly target and still on target for the end of the year.			1,578	3,200	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.07 Total % of household waste which is reused, recycled or composted	<ul style="list-style-type: none"> <li>■ Bill Cotton</li> <li>■ Rachel Wileman</li> </ul>	<p>CLlr P Sudbury</p>	57.48%	61.50%		<p>Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. Defra's most recent published statistics for Waste Disposal Authorities for 2021/22 confirmed Oxfordshire first for the overall percentage of waste reused, recycled or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%. However, the indicator is below target because recycling rates have plateaued for some time despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. A step change is needed to meet Oxfordshire Joint Municipal Waste Management Strategy targets, which can only be made by the district councils and OCC acting together. Government waste policy changes are expected that could have a significant impact, but these have been repeatedly delayed by Defra. The District Councils are unable to commit investment in significant changes in collection services until they have clarity on what the Government will mandate. This is a national issue affecting all local authorities. There has been some progress. In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. However, in July Defra announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures. This will allow more time for preparation and Defra are continuing to engage with the public sector and manufacturers on the scheme details. Defra also confirmed that implementation of consistent collections changes are deferred until after the introduction of EPR. There has been no announcement of what changes will be required. In the meantime the national waste industry bodies continue to lobby on this issue, and locally campaign work to inform residents and encourage behaviour change is continuing including this summer a door knocking campaign on food waste recycling across the county.</p>	<p>The financial cost of waste disposal can be reduced by increasing reuse, recycling and composting. The main way of mitigating increased costs is through encouraging behavioural change to make more effective use of kerbside and HWRC recycling facilities until a step change can be achieved through partnership working and national waste policy changes. Payments to local authorities for managing packaging waste under the EPR scheme will now not be received until after October 2025.</p>	<p>Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy is unlikely to be achieved. The continued lack of clarity from Government about service changes that will be mandated following consultation on consistent collections prevents local authorities from making investment decisions in significant service changes. This is a national issue.</p>	57.23%	61.50%	

## 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	31/07/2023
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	Mark Haynes	Cllr K Gregory	7,203	6,000	★	This figure remains well above target and demonstrates a clear demand for access to free public computers and internet.	Aside from printing, there are no fees and charges linked to digital access and content delivery, so will have minimal, direct (positive or negative) impact on finances.	Emphasises sustained/growing need for digital inclusion provision and activity; also borne out by record levels of e-borrowing in July 2023.	7,203	6,000	★
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr K Gregory	166,490	130,000	★	The number of physical visits to Libraries remains well above target. This continuing success is a result of the high number of activities (including school visits) that library staff have organised, and may also be a reflection of the growing demand on library services as the costs of living crisis deepens and customers seek free reading materials, free computers/internet access, and warm spaces (plus the full range of other library services).	More visitors should equate to greater income, and team have been working on re-energising our approach to room hire, which should also help income generation.	Worth noting that visitor levels at the larger library sites is now surpassing pre-pandemic levels and gives confidence that the service can maintain above target performance.	614,778	500,000	★

## 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	31/07/2023
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
OCC03.09 No of people contacted via Making Every Conversation	Mark Haynes	Cllr K Gregory	611	450	★	This figure remains significantly above target. This highly successful partnership with Public Health has seen training for library staff in order to facilitate informal and accessible discussions with customers about health issues, including recommendations, signposting, and referrals as part of libraries' Health and Wellbeing offer (Books on Prescription, healthy living, Reading Well for mental health etc). Anecdotally, this programme has also had an extremely high impact on a small number of individuals, with one customer reporting that he had sought a GP appointment as a direct result of his conversation with library staff, following which was diagnosed with (and successfully treated for) early stage cancer.	Public Health are strategically funding Libraries for 3 years and this gives sustainability and appropriate 'resource recognition' for this associated activity.	Strong sustained performance and speaking to Public Health and enhanced programming in this area and a more targeted approach to audience insight/development.	699	450	★

## 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	31/07/2023
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	6,542		n/a				6,542		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	88.00%	86.00%	★				88.20%	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	17.90%	15.50%	★				17.90%	15.50%	★
OCC04.04 % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	37.77%	38.40%	●	<p>Performance remains in line with the national position. Fewer than 20 people would need to transfer to direct payments in the year to be on target. There are 3 key actions to stabilise this measure</p> <ol style="list-style-type: none"> <li>1. Review of individual team performance at the monthly performance board</li> <li>2. The Adult Social Care forum asks if a Direct Payment has been considered for each new service recipient and we use this data to understand barriers to uptake of direct payments</li> <li>3. Increased communications to teams to actively promote direct payments</li> </ol>	There is no financial risk associated with this measure.	Increasing use of direct payments is seen as improving performance by the Care Quality Commission. Falling numbers could reflect a reputational risk	37.77%	38.40%	●
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	58.60%	60.00%	●	<p>The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is marginally below the 60% target but this is not a significant concern as some fluctuation is expected. The number of older people supported to live at home has grown by 3% in the year so far.</p>	The financial risk associated with this would be placing people in more expensive care home placements. There is no evidence of this, but current levels of activity across the service are creating financial pressures.		58.93%	60.00%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	751	197	★				2,546	788	★
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	593		n/a				1,291		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	12,755	6,000	★	The number of sessions on Live Well Oxfordshire for July 2023 has increased to 12,755. The number of page views has also also increased to 27,818.			47,320	24,000	★

## 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	31/07/2023
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
OCC05.03 91 KM (2%) of the highway to be treated	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Paul Fermer</li> </ul>	Cllr A Gant	1.60	5.80	▲	Total planned surfacing for the year remains sufficient to meet the target and this is supported by YTD Actuals being broadly consistent with the YTD Target. In period target shortfall is due to refinement of programme delivery dates for operational reasons.	No finance impact.	Not risk impact as this low value should be corrected in the future months	73.33	76.40	★



## Preserve and improve access to nature and green spaces

We will work with partners to provide safe and clean green spaces across the county that support the physical and mental wellbeing of our residents.

We will take action to protect and increase biodiversity, supporting nature recovery, in both rural and urban environments.

<b>Status of Indicators</b>	<b>31/07/2023</b>
OCC06 - Preserve and improve access to nature and green spaces	?

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	<ul style="list-style-type: none"> <li>▪ Bill Cotton</li> <li>▪ Rachel Wileman</li> </ul>	Cllr P Sudbury	93.60%		n/a	Following a full audit, a few more trees (3) have been found to have been stolen since they were first planted, hence the drop in numbers. The end of August there may be some more losses due to some trees struggling with drought stress identified during July's audit.	Small loss of investment as a result of tree theft.	No specific risk at this point.	93.60%		n/a

## 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	31/07/2023
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
OCC07.03 Number of multi-agency strength & needs assessment completed in Oxfordshire	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	361	556	●	A target of 7500 has been agreed by the children's trust for the year. Last year 3599 early help assessments were shared with the council. The 7500 target will need this figure to double. The figures in the four months of this year are 2.4% higher than the same period last year. A new Assistant Director post is being recruited to lead on this work with partners.	There are no direct financial impacts from not hitting this target, but there are indirect costs associated with more children being pulled into statutory services.	The risk of not hitting this target is that more children are pulled into statutory services, putting pressures on both staff workload (and ultimately recruitment and retention) and budgets	1,248	1,722	●
OCC07.01 Total number of children with an Education, Health and Care Plan	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	6,148		n/a				6,148		n/a
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	91		n/a				388		n/a
OCC07.04 Increase the % of children in Foster Care	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	63.00%	63.00%	★				63.00%	63.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.05 The percentage of children in residential care	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	15%	14%	●	<p>The proportion of children supported in residential care home placements has decreased by 1% in the month, against a backdrop of 46 fewer children we care for since March 2023.</p> <p>Our priorities for the year include</p> <ul style="list-style-type: none"> <li>• Converting OCC building to provide 11 beds of supported accommodation for 16-17 Unaccompanied Asylum Seeking Children (UASC)</li> <li>• Launching a 16+ supported housing framework in July 2023</li> <li>• Uplift fostering fees in line with government recommendations of 12%</li> <li>• To increase number of in-house foster carers through targeted campaigns</li> <li>• Commissioning the following services for Children &amp; Young People (CYP) with complex needs <ul style="list-style-type: none"> <li>◦ 4 solo beds within Oxfordshire or surrounding LA areas</li> <li>◦ Setting up two solo / small homes under the DfE programme to be run by OCC</li> <li>◦ Changing an existing children's home with Homes 2 Inspire to a solo / small children's home</li> </ul> </li> <li>• Increasing in-house children's homes placements by 16</li> <li>• Increasing the cross regional block contract by 3 beds</li> <li>• Commissioning new solo bed contract in Oxfordshire or surrounding LA areas</li> </ul>	Residential placements cost more than foster placements. Unnecessary use of placements can increase costs. A focus is also needed on ensuring the most efficient and effective use of internal placements.	There is a risk that insufficient foster care provision can mean children and young people are unnecessarily put into residential placements	15%	14%	●
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	732	770	★				732	770	★
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> <li>▪ Anne Coyle</li> <li>▪ Stephen Chandler</li> </ul>	Cllr L Brighouse	59.20%	50.70%	★	We are maintaining around a 60% average (above national average from SEN2 census), despite rising requests and an Ofsted SEND inspection in July.			56.63%	50.70%	★

## Play our part in a vibrant and participatory local democracy


We are committed to taking decisions in an open and inclusive way.

We will engage and listen to Oxfordshire residents.

We will be open to scrutiny and regularly provide progress updates.

We will put the impact on the climate and future generations at the heart of decision making.

We will manage our own resources carefully.

Status of Indicators	31/07/2023
OCC08 - Play our part in a vibrant and participatory local democracy	

This priority has no measures to report in this reporting period

## 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	31/07/2023
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 G Phillips	1.00	2.50	●	Amber status reflects current period only where only 1 new project / bid has been submitted. The nature of iHUB projects and bids is variable and so there will be some months with more projects and bids, and others with less.	No financial impact.	Amount of bids is dependent on number of funding streams available -July and August are often quieter months.	11.00	10.00	★

## Running the Business - Customer Experience

Status of Indicators	31/07/2023
OCC10 - Customer Service	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Mark Haynes	Cllr G Phillips	99%	80%	★	Latest satisfaction survey – July 14.3% of calls answered were surveyed. 99% customers surveyed were satisfied or very satisfied, whilst 1% were unsatisfied			99%	80%	★
OCC10.04 First contact resolution for customer enquiries received by the Customer Service Centre	Mark Haynes	Cllr G Phillips	76%	75%	★	8,305 of inbound phone contacts were resolved at first point of contact. With 9% of inbound phone contacts deemed avoidable.			76%	75%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre	Mark Haynes	Cllr G Phillips	11%	10%		<p>It is pleasing to note that the percentage of abandoned calls reduced to the lowest figure this year. A reduction from 17% in June to 11% in July was a noticeable improvement.</p> <p>The number of calls offered (total demand including those calls that we did not answer) in July 2023 decreased by 13.5% compared to June 2023. When compared to July 2022, they are down 6.6%. A total of 30,157 contacts was received during July, which was down 12% compared to June (34,265). This consist of 5,296 outbound calls, 28 webchat and social media enquiries, and 12,624 emails.</p> <p>Across the Neighbourhood and Communities area of the Customer Service Centre, we have successfully filled three vacancies. In addition a lot of multi-skill training has happened during the month which has increased our capacity on the number of adviser's taking calls. Other improvements implemented during July 2023: We have also enhanced the self-service offer to our residents to improve their blue badge renewal journey, which has reduced the number of contacts received. As a result, we have seen a decrease in phone contacts for the services affected by the enhanced online offering.</p> <p>July has been the first full month Licensing and dropped kerb applications has been in the Customer Service Centre as part of the Environment &amp; Place re-design programme. Work continues with the Continuous Improvement Team to review the process and make recommendations for change.</p> <p>Across the Social &amp; Health Care area of the Customer Service Centre we have been able to increase the number of staff trained to handle incoming calls. Changes were also made to the (IVR) messaging signposting callers to self-serve via our website and also Live Well Oxfordshire directory. As a result, we have seen a 10% decrease in phone contacts.</p> <p>A new online equipment ordering form has also been introduced during the month allowing customers to self-serve on our website.</p>	<b>Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets.</b>	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. We have worked to have a greater focus on call handling, by removing the administration to a different team which has seen a positive reduction in abandoned calls. This is however due to a reduced number of offered calls and contacts over the summer period but this is in line with our staffing levels.	14%	10%	

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	100%	95%	★	<p>Customer satisfaction of Registration Services remained high in July at 99.6% customer satisfaction. Below is a snapshot of comments received from customer surveys:</p> <ul style="list-style-type: none"> <li>• We were really pleased with the service we received. From the initial Zoom meeting which was offered to meet our registrar, this supported us and made us feel comfortable &amp; any questions we had were answered and made us feel at ease. The registrar was lovely and made us feel relaxed, she made our guests feel very welcome and really made the ceremony feel special. We had a few requests to tailor make our ceremony and the registrar was able to fulfil these, was very respectful to our ideas and embedded these in the ceremony well. Thank You!</li> <li>• Responsive and friendly staff in the lead-up to the wedding and very friendly and professional staff on the day itself. They really helped to ease nerves and everyone commented on how lovely the ceremony was. Thank you very much.</li> <li>• The staff on the day were incredible, they were both friendly, helpful, calming and re assuring, they allowed us to ask all out questions and helped keep the big bridal reveal, we had children in the ceremony and they were well equipped to deal with the children and had a lot of experience and knowledge which helped us as the bride and groom but also the parents of the children too, the ceremony was perfect and upbeat. we really wat to thank the two ladies who held our ceremony.</li> <li>• Nice and easy to book, deputy registrar was very professional and friendly.</li> <li>• The lady that registered the birth was the best. She made the process diligent and enjoyable</li> <li>• I really appreciated being offered a place to feed my baby. I felt very welcome</li> <li>• The registrar was wonderful. A difficult job delivered with professionalism and compassion. Thank you</li> <li>• The registrar was friendly, empathetic and helpful. She made a difficult process as easy as it could be and I am very thankful to her for that</li> <li>• The Registrar made the process of registering the death of a close family friend respectful but also joyous in a way as she asked questions about our friend and his life.</li> </ul>			100%	95%	★














Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Mark Haynes	Cllr G Phillips	100%	99%	★	Once again, we have received overwhelmingly positive feedback following inquests with families expressing their gratitude for the support offered by our team. Some comments include: Thank you very much for the way in which you conducted the Inquest yesterday into the death of my dear wife Jane McClory. It addressed all my concerns. Just wanted to say thank you to all at the coroners office for making a very sad occasion as good as it could possibly be with the kindness and compassion shown to us all when we attended our loved one's inquest last week. From the volunteer lady who showed us the way, to the assistant coroner to the coroner you each made such a difference. Thank you.			100%	99%	★

## Running the business - Finance

Status of Indicators	31/07/2023
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	1.50%	0.00%	▲	Overall forecast expenditure for July is £8.5m higher than budget and available funding (after taking account of use of funding held in contingency and COVID-19 reserve).			0.50%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	63.00%	95.00%	▲	£17.8m (63%) of the 2023/24 savings are assessed as delivered or are expected to be delivered. £4.4m (16%) are currently assessed as amber and £6.0m (21%) are assessed as red. Work is continuing to ensure that these savings are achieved.			54.33%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£21,465,000	£30,200,000	▲	Balances are forecast to reduce to £21.5m (after taking account of the use of £7.0m contingency and funding from the COVID-19 reserve and the overall £8.5m overspend). This is £8.7m below the £30.2m risk assessed level.			£21,465,000	£30,200,000	▲
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	3.0%	1.0%	▲	There is a forecast Directorate overspend of £17.4m (3.0%) for July. This has increased from £5.3m last reported to Cabinet for May 2023.			1.6%	1.0%	▲
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr C Miller	0.00%	0.00%	★				0.00%	0.00%	★
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr C Miller	0.00%	0.00%	★				0.00%	0.00%	★
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	95.00%	95.00%	★				95.00%	95.00%	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	94.04%	95.00%	★	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 via the social care finance systems. Invoices paid on time is 1% below target this month, the drop is the result of Children's Social Care invoices dropping by over 5% this month, in addition a number of Property Service invoices were also delayed.			94.94%	95.00%	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	98.87%	95.00%	★	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we are measuring invoices issued in April 2023. The collection rate was 98.87%, above the target of 95%.			96.92%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£568,548	£300,000		Debt requiring impairment this month is £0.569m. The top four cases account for 51% of the total bad debt and is being actively worked on. The top debtor is £0.158m and has gone into liquidation. A claim has been placed with the liquidators.			£568,548	£300,000	
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£4,942,558	£3,500,000		The 2022-23 year-end adults care contribution impairment for bad debt was £4.60m, bad debt at the end of July is £4.94m, £0.35m higher. As reported previously the trailing impacts of Covid-19 and wider economic factors have had a significant effect on means tested social care contribution bad debt levels since 2020-21, this tracks with other local authorities' experience. A bad debt task team has been operational since July 2022 with the objective to resolve £3.7m of historic debt. Resourcing challenges within both the debt task group and business as usual teams impacted performance during 2022-23. The service has recently implemented new performance reporting measures and additional oversight within this area.			£4,942,558	£3,500,000	
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£463,803,000	£480,000,000					£449,584,667	£480,000,000	
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	3.13%	3.00%					3.07%	3.00%	
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%					3.75%	3.75%	
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr C Miller	90.77%	92.00%		The 120-day invoice collection rate was 91% this period, below the 92% target, but an improved position compared with the average for 22-23 which was 89% through 22/23. As reported previously, a joint end to end review of the invoice to enforcement process for Adult Social Care contributions has concluded; delivery of developments and outputs are planned through 23/24. Target will be to reach 92% by the end of the FY 23/24.			90.27%	92.00%	