




Annex A – November 2022

Contents

Priority 1	2
Priority 2	3
Priority 3	4
Priority 4	5
Priority 5	6
Priority 7	7
Priority 9	9
Priority 10/11.....	10

Key:

Status Indicator	Status Description
	Misses target by significant margin
	Misses target by narrow margin
	Meets or exceeds target

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					30/11/2022						
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	2,468	2,000	★	Nov's 2,468 is still above the target of 2000, it is just less than that was reported for Sept, but programme is still on target.	budget on target for spend	no risk as we are ahead of target	17,137	14,800	★
OCC01.05 Total number of electric vehicle charging points by end of March 2023	Tim Spiers	Cllr P Sudbury	16	16	★	The final 16 charge points for the Park and Charge project went live and were made available for public use at Claremont car park, Bicester in early November. This concludes this project which has delivered 250 charge points at 20 car parks across Oxfordshire.	Final claim to OZEV ORCS fund to be made which will then be paid to project lead EZ-Charge.	None	238	245	●
OCC01.09 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	57.79%	62.00%	▲	The reduction in green waste over the summer remains a factor in the forecast end of year recycling rate, particularly as garden waste is a significant part of the waste recycled. The indicator is below target because recycling rates have plateaued for some time despite continued communication campaigns aimed at behavioural change and encouraging residents to use the existing 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, including proposals for Extended Producer Responsibility for packaging, a Deposit Return Scheme and changes in collections to achieve consistency, but these have been repeatedly delayed by Defra and it is difficult to plan investment in changes without the certainty of what future requirements will be. This is the same for all local authorities but OCC still remains amongst the best in the country for our recycling performance.	As of yet there has been no Financial Risk identified.	Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy may not be achieved.	58.09%	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					30/11/2022						
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	65,002.00	70,000.00	●	As forecast, this figure continues to grow, but has fallen behind the pace of growth set out in the target, and so the output has dropped into "amber" tolerance.	As previously highlighted and discussed with Director; may need to look to reduce target. No significant financial impact associated with this target in any case.	As previously highlighted and discussed with Director; may need to look to reduce target. No significant risk associated with this target in any case.	491,011.00	486,000.00	★
OCC02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Mark Haynes	Cllr J Hannaby	101,885.00	113,000.00	●	This performance is only slightly below target for the month. The team needs to reflect upon this target following the redevelopment of Heritage Search, and its soft launch in late October (team are reviewing Google Analytics and performance monitoring systems that sit behind the new/developing platform). The performance against this target has fluctuated across the year, and we are still on track to meet it across the year.	No significant financial impact is associated with this target.	This slight dip in performance has no significant risk aligned to it.	914,271.00	904,000.00	★
OCC02.04 Number of physical visits to Libraries	Mark Haynes	Cllr J Hannaby	137,209.00	100,000.00	★	This figure remains above target.			1,122,612.00	1,010,000.00	★
OCC02.10 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr J Hannaby	672.00	300.00	★	This figure remains well above target with another record month - this follows significant focus and training to support this priority activity.			4,314.00	2,400.00	★

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					30/11/2022						
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	283,003.00	250,000.00	★	This figure remains comfortably above target and broadly similar to pre-COVID levels.			2,264,345.00	2,150,000.00	★
OCC03.06 Digital engagement with library services	Mark Haynes	Cllr J Hannaby	132,495.00	115,000.00	★	Above target. As of 5 December, this figure is an estimate as not all data from third party suppliers (online databases) was available for the reporting deadline.			1,049,716.00	920,000.00	★
OCC03.14 No of physical visits to Heritage services	Mark Haynes	Cllr J Hannaby	12,368.00	8,795.00	★	Museums Service was substantially over target due to outreach activities including Goring Library events and Portable Antiquities Scheme outreach talk, plus extra footfall at the Oxfordshire Museum with volunteer event and healthy visitor figures. History Service figure was 23% above target and was the highest monthly total so far this year. This was partly due to group visits by two local history classes. Victoria County History figure represents combined audience at two public out-of-hours VCH talks (Oxfordshire Buildings Record and Oxfordshire Family History Society). Total engagement through talks and public events for the year far exceeds the annual target.			77,458.00	71,780.00	★

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			30/11/2022								
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 ongoing care	Karen Fuller	Cllr T Bearder	6,412.00		n/a				6,412.00		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%	★				87.69%	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	19.60%	22.00%	▲	Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.	No specific financial impact, as care will be delivered through an alternative source	We are not promoting choice and control	21.14%	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	39.00%	40.00%	●	Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.	Risk and finance impact is the same for OCC04.03 & OCC04.04		39.15%	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	59.10%	60.00%	●	The proportion of older people who are supported, who live in their own homes is 59.1% against a target of 60%). It is down 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 continue to deliver services such as home care and extra care housing to make this possible. However as part of our work within the Oxfordshire Way, by creating greater resilience within our communities and increased independence, we expect to reduce demand on formal social care (and the number of older people being supported is less than population growth). The people who are being kept independent would have been supported at home before.	There is no clear financial impact as this reflects fewer people receiving a service at home, rather than increased demand on services	This measure should help us identify whether people are entering care homes earlier than necessary. Although the number of people supported in care homes is higher than elsewhere, the number of new admissions is lower. The growth in numbers of people supported is lower than population growth. Therefore, we have confidence there is no risk to delivering our overall outcome	59.39%	60.00%	●
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	679.00		n/a				4,692.00		n/a
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	1,111.00		n/a				4,413.00		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	6,238.00	5,450.00	★	The number of page views for November 2022 was 15,802.			46,900.00	43,600.00	★

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					30/11/2022						
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	285.00	270.00	★	178 Current Direct Travel Payments, 23 Independent Travel Training and 82 Bus passes. Uptake of Direct Travel Payments has slightly increased. Bus pass figure now includes all bus passes that have been accepted and are being used instead of organised transport. October only included new uptakes; only included bus passes that were accepted as an alternative to organised transport. There has been a review of the data and all bus passes have now been included.			2,208.00	2,130.00	★
OCC05.02 % of contracted seats designated to school children	Bill Cotton	Cllr A Gant	77.03%	75.00%	★	Sept's figure was re-calculated from 75.07% to 78.18% - an intricacy in the calculation has revealed the number provided in the Sept calculation was too high. This has been corrected for Nov's data and consequently improved the percentage occupancy. There has been very little change from previous month as fewer changes are needed due to new admissions to school settling down. There is a decrease in the efficiencies in Sept/Oct/Nov due to late application for seats resulting in less efficient routes due to the lack of planning time. The operation of Shepherd will start to influence this KPI data figure in 2023 as will other network efficiency initiatives.			57.15%	56.25%	★
OCC05.03 135 km (3%) of the highway to be resurfaced	Bill Cotton	Cllr A Gant	6.76	9.90		The annual plan target for 2022 total surfacing programme has been firmed up so far as 3% of the network (excluding patching). As at 30th November '22, 3.09% of the network has been treated and is slightly above the expected target.			138.60	133.70	★

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		30/11/2022									
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	2,945.00	1,516.00	▲	Contacts rose by 35%, in 20/21. In 21/22 they rose again, by 18%. In the first eight months of this year contacts have risen by 1% compared to the same period last year. Demand is being managed by additional temporary staff. The CEF Service Improvement & Financial Efficiency programme which reports directly to the chief executive and head of finance includes a workstream on the MASH which focuses on an integrated Assessment function within the MASH which should lead to more Early Help assessments, a more robust assessment process within the MASH, and reductions in overall activity within the service that will enable staffing levels to return to pre-covid establishment	The cost of additional staff in the MASH have been met by Covid funds.	Additional demand increases the risk that children will not be seen in a timely manner (strategic risk safeguarding vulnerable children). The risk is currently being mitigated by the provision of additional staff. Excess demand in the MASH that pulls children into social care systems, when they could have had their needs met earlier via early help delivers less satisfactory outcomes for children	19,877.00	12,128.00	▲
OCC07.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	126.00	603.00	▲	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 eight months of this year the number of early help assessments are 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. The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on Early Help which focuses on increasing Early Help activity and reducing in the number of cases escalating and progressing to the MASH. Furthermore, by increasing the number of Early Help Assessments undertaken by partners, there will be a corresponding reduction in the number of EHAs completed by LCSS, which will enable this team to focus on the 'right work'. Please note only Early Help Assessments shared with the county council are counted. People can refuse to share their data	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 and significant numbers of children who are currently the subject of social care plans for neglect, who have not had an early help assessment before their social care plan. This links to the strategic risk of demand within children's services	1,691.00	3,167.00	●
OCC07.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr L Brighouse	8.00	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 7.02	See 7.02	40.00	534.00	●
OCC07.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	403.00		n/a	Assessment rates are higher than we would hope. Children and families needing assistance remain more likely to receive a social care assessment than an early help assessment and too many social care assessments do not lead to a social care plan.			4,242.00		n/a
OCC07.05 No of children we care for who are Unaccompanied Asylum Seeking Children	Kevin Gordon	Cllr L Brighouse	21.00	4.00	★	National threshold set to increase the number of unaccompanied young people to 103 by the end of the financial year. After 7 months we are supporting are 101 unaccompanied asylum seeking children. The national threshold has subsequently been increased to 148.	The growth of additional unaccompanied asylum seeking children places a pressure on placements and can lead to increased unit costs		101.00	90.00	★

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	798.00	750.00	▲	The number of children we care for has fallen in the last 3 months. It remains below the national rate, but above that of similar authorities. The high number of children we care for, combined with the complexity of need, has resulted in more high cost placements and has created a pressure on the corporate parenting budget. The CEF Service Improvement & Financial Efficiency programme has workstreams in preventing children becoming cared for and improving the speed by which children are returned to their family home or achieve permanency (e.g. SGO, adoption). Progress on performance and actions is reported directly to the chief executive and head of finance.	Increasing numbers of children cared for children, puts pressure on placements and increases prices, thereby creating a double hit of increased volume and increased unit cost. A service improvement and financial efficiency project is in place reporting directly to the chief exec and the head of finance on these pressures and progress to bring spending back in line with budgets.	Increasing numbers of children we care for puts increasing pressures on placements (SR5). It also increases caseloads and impacts retention of social workers (SR4)	798.00	750.00	▲
OCC07.07 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	667.00	550.00	▲	667 children were the subject of a child protection plan at the end of November - an increase of over 100 in three months. This is above the target (550) but remains over 100 less than the highpoint of June 2019 (769). There is a correlation between children on a child protection plan later becoming cared for up to a year later. There is therefore a risk that this could impact on numbers of children in care and this is being managed through the CEF Service Improvement & Financial Efficiency programme.	The financial risk is around caseloads. A service improvement and financial efficiency project is in place reporting weekly to the chief exec and the head of finance on these pressures and progress to bring spending back in line with budgets.	Increased numbers of children the subject of a child protection plan means that more children are at significant risk (strategic risk of safeguarding children); is increasing the demand on services (strategic risk on demand) and will put pressure on caseloads (strategic risk on recruitment and retention)	4,766.00	4,400.00	▲
OCC07.10 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	7.00%	60.00%	▲	Continued high numbers of requests for Education Health Care Needs Assessments across the year and staffing pressures in the SEND Casework team, Educational Psychology Team, Social Care and Health means that there are delays in each service area for completing reports that are required for the process. Agency staff are being recruited to support the high levels of workloads and the SEND Casework Teams workload has been reprioritised.		The Department of Education are asking for regular monitoring and forecasting to ensure that over the next 18 months the timeline gets back to national completion rates which is currently 60%. Children are not being assessed in line with national expectations which is causing an increase in complaints.	9.75%	60.00%	▲
OCC07.11 Monitor the number of children with an Education, Health and Care Plan	Kevin Gordon	Cllr L Brighouse	5,482.00		n/a				41,631.00		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						30/11/2022					
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	2.00	2.00	★				29.00	17.00	★
OCC09.05 No of new Community Micro Enterprises supporting people in the community	Karen Fuller	Cllr T Bearder	5.00	2.00	★	16 additional community activity sessions were added this month. One of the Community Micro-enterprises was the focus of a Press Release and short film when Councillor Bearder visited the Aston and Cote Day Centre: Lifeline Day centre making a difference in rural Oxfordshire The service lead was interviewed on BBC Radio Oxford, and is now looking for more volunteers due to its success.			21.00	16.00	★

Running the business

Status of Indicators					30/11/2022						
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	53.50%	5.00%	n/a	This information is for October Adults – a total of 32 cases were received. 15 were closed on time (46.8%). 17 cases were not closed on time (53.1%) Children’s – a total of 24 cases were received. 11 were closed on time (45.8%). 13 cases were not closed on time (54.1%) Where complaints have not been responded to on time, this is attributed to responses coming back late from the service areas.	Delays in responding to complaints within the statutory time frames can lead to increased pressures on resourcing in both the complaints team and service areas due to carrying heavy caseloads and dealing with chasing / repeat demand. Delays also lead to compensation and remedy payments being made and an increased likelihood of progression to stages 2 and 3 of the process which are costly to undertake.	Not responding to complaints within the statutory legislation can lead to reputational damage for the organisation from customers, negative press etc. Furthermore it can lead to criticism from the Local Government Ombudsman. There is also a risk that not taking the learning from complaints in a timely manner could lead to issues reoccurring, demand increasing and vulnerable customers becoming impacted.	8.76%	5.00%	n/a
OCC10.02 % of Corporate Complaints (Stage1 and 2) responded to outside of the response time	Mark Haynes	Cllr G Philips	48.00%	5.00%	n/a	This information is for October 25 Corporate complaints were received. 13 were closed on time (52%). 12 were not closed on time (48%) Where complaints have not been responded to on time, this is attributed to responses coming back late from the service areas. A high proportion of these are with SEN.	Delays in responding to complaints within the advertised time frames can lead to increased pressures on resourcing in both the complaints team and service areas due to carrying heavy caseloads and dealing with chasing / repeat demand. Delays also lead to compensation and remedy payments being made and an increased likelihood of progression to the further review stage of the process	Not responding to complaints within the advertised timeframes can lead to reputational damage for the organisation from customers, negative press etc. Furthermore it can lead to criticism from the Local Government Ombudsman. There is also a risk that not taking the learning from complaints in a timely manner could lead to issues reoccurring, demand increasing and vulnerable customers becoming impacted.	9.55%	5.00%	n/a
OCC10.03 Achieve a high level of customer satisfaction across all channels in the CSC	Mark Haynes	Cllr G Philips	99%	65%	★	Latest satisfaction survey – November – 12% of calls answered were surveyed, which has led to an overall increase in the satisfaction of customers happy with service received. 99% customers surveyed were satisfied or very satisfied, whilst 1% were unsatisfied The new way of capturing Csat has continued to achieve high results.			79%	65%	★
OCC10.04 Resolve customer enq received through the telephony channels at the first point of contact	Mark Haynes	Cllr G Philips	82%	75%	★	7,883 inbound phone contacts were resolved at first point of contact. With 1,901 inbound phone contacts were deemed avoidable.			75%	75%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.05 No of telephone calls to CSC abandoned	Mark Haynes	Cllr G Philips	14.00%	10.00%		<p>Calls during November decreased by 7.6% compared to October.</p> <p>The abandonment rate decreased by 7%, compared to October.</p> <p>We also dealt with 250 webchats across seven service areas of our website and dealt with 11 social media contacts from the official OCC Twitter & Facebook pages. We also received 9,723 emails. A total of 27,668 contacts were handled during November.</p> <p>We are carrying over 30% of vacancies in the CSC and are having difficulty attracting potential suitable candidates and are working with resourcing colleagues to rectify this. We have had an increase in offline admin work, much of which is time sensitive meaning we have to redirect resources away from the phones. The introduction of workforce management will help to alleviate and coordinate this and inform when and whom it is best to undertake this work at the appropriate times. This should be in place within the next two months.</p> <p>We are also undertaking a redesign of teams to ensure that offline and phone work are separated out more effectively to protect the performance of both areas of demand.</p>	Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets	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. Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing.	17.08%	10.00%	
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr J Hannaby	100%	95%		<p>The Registration Service are extremely proud to have achieved 100% customer satisfaction for the 3rd month in a row. Below is a selection of comments from customers:</p> <ul style="list-style-type: none"> •The registrar who dealt with me could not have been better. She was very professional but also extremely kind, empathetic and helpful, and made many very good suggestions which helped me tremendously with the process. First class service delivered with such compassion and kindness - please pass on my thanks and best wishes. • I had the pleasure of having the assistance of the Registrar at the Abingdon office, my requirements were a bit difficult and the Registrar could not have been more helpful, thank you. • The registrar could not have been more helpful, informative or courteous. They made an emotionally difficult process very easy. • We were actually running late to the ceremony and the staff made sure to call us to check if all was OK with us. They could have turn us down for the lateness but they waited for us and when we finally got there, they were concerned enough to ask if we are comfortable to carry on with it and we did without pressure of the short time left to perform the ceremony. My husband and I were very blessed to have the staff we had cause they were amazing! THANK YOU. • Both registrars were smart, friendly and professional. They made us feel completely at ease and our ceremony perfect. • staff are very professional and polite. Admin team is great in responding to queries, registrars were fantastic and made us at ease. • The registrar was absolutely amazing, such a lovely lady. She was warm, welcoming and friendly. We had such a lovely experience so thank you 			99%	95%	

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	2.40%	0.00%	▲	There is a forecast Directorate overspend of £16.9m or 3.4%. The overall forecast variation is £12.6m or 2.4% after taking account of an increase in interest receivable on balances held by the council, the use of contingency and £1.0m funding from the COVID-19 reserve being used to offset pressures in Children's Services.			1.14%	0.00%	●
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	62.00%	95.00%	▲	<p>The 2022/23 budget includes planned directorate savings of £17.4m. 62% (£10.7m) are expected to be delivered and 26% (£4.6m) are assessed as Amber so work is on-going to ensure these are achieved by year end. £2.1m (12%) are assessed as red:</p> <ul style="list-style-type: none"> Children's Services: £1.0m relating to Home to School Transport Environment and Place: £0.4m relating to Home to School contract management, £0.2m relating to fleet management efficiencies plus a delay in the delivery of savings to reduce the reliance on agency staff. Customers, Culture and Corporate Services: four savings totalling £0.5m relate to the council's cleaning contract and efficiency savings arising through digital solutions. 			69.63%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£23,400,000	£28,900,000	▲	General Balances were £39.2m as at 31 March 2022 and decreased to £37.2m after taking account of budgeted contributions from balances of £2.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £12.6m and supplementary estimates of £1.2m, balances will reduce to £23.4m. This is £5.5m below the risk assessed level.			£247,000,000	£231,200,000	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.05 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	3.3%	1.0%	▲	As noted in the last two reports there remains real concern over the level of demand for children's social care and a lack of suitable care placements available in the system. The report to Cabinet on 20 September 2022, which was based on the position at the end of July 2022, noted that there was pressure of up to £11.5m requiring rapid and active intervention to achieve the forecast of £7.9m. The report to Cabinet on 15 November 2022 report explained that the underlying position had deteriorated further but required further work to validate and understand what was causing this. The forecast directorate overspend of £16.9m, which reflects the outcome of that work, includes £15.3m pressure on Children's Services.			1.6%	1.0%	▲
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	7.10%	0.00%	▲				4.44%	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	93.71%	95.00%	●				93.91%	95.00%	●
OCC11.09 Invoice collection rate – Corporate Debtors	Lorna Baxter	Cllr C Miller	90.65%	95.00%	●				95.31%	95.00%	★
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£573,843	£300,000	●				£2,970,301	£2,400,000	▲
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller		£2,500,000	▲*	*missing data but assumed to be Red based on previous month				£20,000,000	▲
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£513,994,000	£442,000,000	●	Cash balances are higher than forecast due to slippage in the capital programme.			£488,339,000	£442,000,000	●
OCC11.13 Average interest rate achieved on inhouse investment portfolio	Lorna Baxter	Cllr C Miller	1.09%	0.35%	★	The forecast return on in house investments was based on an average base rate of 0.35% for the year. Official bank rate has risen significantly above the forecast (mainly due to the invasion of Ukraine). This will result in the return on in house investments being significantly above target.			0.84%	0.35%	★
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★	External Fund returns are forecast to be in line with budget.			3.75%	3.75%	★
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr C Miller	89.66%	92.00%	●				89.56%	92.00%	●