





Annex A - Performance - November 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	30/11/2023
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"> ▪ Bill Cotton ▪ Paul Fermer 	Cllr A Gant	223	125	★	We have exceeded our target for the month.			2,630	3,700	▲

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"> ■ Bill Cotton ■ Rachel Wileman 	Cllr P Sudbury	57.43%	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%. Waste forecasts are variable and may go up or down. 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. The trend so far this year reflects increased residual waste and reduced recycling being collected at kerbside from residents and through the HWRCs. It is difficult to establish the reasons for this but it could be due to a number of factors in combination, for example lighter weight packaging materials, new housing growth, and changing behaviours due to the current economic conditions.</p> <p>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. In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. In July Defra then announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures. Defra also confirmed the deferral of implementation of consistent collections changes until after the introduction of EPR, and published its consultation response on this, now named Simpler Recycling, in October 2023. While the response provides clarity in some areas, others are open to further consultation. In these circumstances local authorities nationally have been unable to commit investment in significant changes in collection services. Locally, campaign work to inform residents and encourage behaviour change is continuing. For example, our Christmas campaign this year is focussing on food waste reduction based on the principles of 'plan, shop, store, eat.'</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.	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 in some areas from Government about some elements of Simpler Recycling, the Government's response to the consultation on consistent collections published in October 2023, continues to make investment decisions by local authorities in significant service changes very difficult. This is a national issue.	57.15%	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	30/11/2023
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 N Fawcett	7,741	6,000	★	This figure remains well above target and demonstrates a clear demand for access to free public computers and internet.			58,116	46,500	★
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	161,210	110,000	★	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 cost 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).			1,283,995	970,000	★

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	30/11/2023
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 N Fawcett	886	400	★	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.			5,919	3,550	★

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	30/11/2023
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	6,528		n/a				6,528		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%	★				87.70%	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	18.31%	15.50%	★				18.31%	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	38.17%	38.40%	●	<p>Performance remains in line with the national position. 6 people would need to transfer to a direct payments in the year to be on target.</p> <p>There are 3 key actions to stabilise this measure</p> <ol style="list-style-type: none"> 1. Review of individual team performance at the monthly performance board 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 3. Increased communications to teams to actively promote direct payments 	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	38.17%	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	58.40%	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 is 1.3% more than 12 months ago, compared to a 0.65% increase in people in care homes</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.	This increase in the number of people supported at home is monitored closely in conjunction with the number of people entering care and contributes to our overall management of the risk related to demand.	58.40%	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	742	197	★				5,027	1,576	★
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	1,199		n/a				1,199		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	13,642	6,000	★	Now using new GA4 for analytics. Alongside the number of sessions on Live Well Oxfordshire for November (13,642), there were 32,258 page views and 7,920 users on Live Well Oxfordshire.			101,999	48,000	★

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	30/11/2023
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"> ▪ Bill Cotton ▪ Paul Fermer 	Cllr A Gant	2.10	2.10	★	The annual plan target for 2023/24 total surfacing programme has been firmed up as 2% of the network (excluding patching). As of 30th November, 86.7 km have been treated as programmed. This is on track against the target of 2%.			86.75	88.30	★
OCC05.07 Public satisfaction in the condition of Highways	<ul style="list-style-type: none"> ▪ Bill Cotton ▪ Paul Fermer 	Cllr A Gant	18.00%	32.00%	▲	<p>Maintaining public satisfaction in Condition of road surfaces has been challenging due to historic and past scale of investment. Oxfordshire's score, 18%, is 7% lower than the national average 25%, of the 111 authorities surveyed. but note it is relatively close to its average peer group score of 20% , of the 30 County Councils surveyed. It is also of note that although public satisfaction may have fallen in this area, the actual overall condition of the network has not declined to the same extent.</p> <p>A level of customer satisfaction improvement is likely to be able to be achieved through enhancements to communications and innovating through service delivery. Service improvements have recently been made to improve how we communicate with the public and we are also trialling new repair materials and techniques which should hopefully result in improved durability and quality of repairs.</p>	Lower Customer Satisfaction, could lead to an increased number of complaints, resulting in an increased revenue burden through staff time.	Low Customer Satisfaction could lead to reputational damage of the council.	18.00%	32.00%	▲

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.

Status of Indicators	30/11/2023
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"> ▪ Bill Cotton ▪ Rachel Wileman 	Cllr P Sudbury	93.60%		n/a	No further losses recorded and this figure will not change between now and April 2024 because the trees will not be surveyed because of winter dormancy.	None identified	None identified	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	30/11/2023
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"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	334	808	▲				3,503	3,962	●
OCC07.01 Total number of children with an Education, Health and Care Plan	<ul style="list-style-type: none"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr K Gregory	6,335		n/a				6,335		n/a
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<ul style="list-style-type: none"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	110		n/a				800		n/a
OCC07.04 Increase the % of children in Foster Care	<ul style="list-style-type: none"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	61.00%	65.00%	▲	<p>495 children are currently supported in foster care out of a total of 815 cared for children (including unaccompanied asylum seeking children) – 61%. The vast majority of occasions where we seek a foster care placement result in the child being placed in foster care. A targeted campaign is in place to increase internal foster care looking at specific locality areas where we need to recruit foster carers. You will see adverts for foster carers on the sides of buses. The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. 61% of Oxfordshire children are looked after in foster placements whereas nationally the figure is 68%</p>	<p>The average cost of an external residential placement is around £5700 a week; the average cost of external foster care is around £950 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interests of the child/young person) then there is a pressure on the budget.</p>		61.00%	65.00%	▲

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"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	16%	14%		<p>The total number of cared for children has reduced from 881 (including unaccompanied children and young people) at the start of the year to 815 at the end of October a reduction of 7%. The number of children supported in residential care has reduced from 143 at the start of the year to 128 at the end of September, a fall of 10%. The reduction in the overall numbers of cared for children masks the improvement in terms of reducing the number of children in residential care. We are increasing the number of in-house children's homes from 4 homes to 9 by March 2025 with the support of the DFE capital grant and council capital resource. In addition, we currently have a block contract arrangement for 16 residential beds in Oxfordshire or within 10 miles of the border. We also have access to up to 15 beds as part of the Cross Regional Contract which offers a therapeutic model of care for children with more complex needs and includes education provision at an inclusive price. Currently around 70% of the residential placements we use are spot purchased which suggests that current frameworks and block contracts are not able to provide the number of placements required. The South Central residential framework is due to be recommissioned by October 2024 and the issues identified with the current framework such as the uplift controls will be addressed which should increase the number of providers who join which should reduce the level of spot purchasing. Part of our financial plan is to ensure that we maximise the use of internal and block contract beds - by managing and reducing vacancies in Oxfordshire homes for Oxfordshire children</p>	The average cost of an external residential placement is around £5700 a week; the average cost of external foster care is around £950 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interests of the child/young person) then there is a pressure on the budget. We would always avoid considering residential for any child that should or could be cared for in family based care.		15%	14%	
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	705	770	★				705	770	★
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> ▪ Anne Coyle ▪ Stephen Chandler 	Cllr J Howson	73.00%	50.70%	★				63.40%	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	30/11/2023
OCC08 - Play our part in a vibrant and participatory local democracy	?!

This report does not contain any data

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	30/11/2023
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 N Fawcett	3.00	2.50	★				23.00	20.00	★

Running the Business - Customer Experience

Status of Indicators	30/11/2023
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 N Fawcett	99%	80%	★	Latest satisfaction survey – November 6% 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 N Fawcett	75%	75%	★	8,955 of inbound phone contacts were resolved at first point of contact, with 5.7% of inbound phone contacts deemed avoidable			75%	75%	★
OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre	Mark Haynes	Cllr N Fawcett	8%	10%	★	<p>For the second month running, abandonment rate is below 10%. This is due mainly to the Communities and Neighbourhood side of the CSC being well under which compensates for the Adult Social Care rates.</p> <p>The number of calls offered in November decreased by 1.0% compared to October. Compared to October 2022, they are up 13.1%. The abandonment rate decreased by 12.8% to 8.1%.</p> <p>A total of 33,661 contacts was received during November, which is a decrease of 5.0% compared to October (35,246). This consists of 6,012 outbound calls, 10 webchat, 10 social media enquiries, and 15,828 emails.</p> <p>Abandonment rate for Blue Badge has dropped from 12% in October to 6% in November, this is the best performance reached since April 2023.</p> <p>Contacts for Residential Parking have reduced by 15.8% compared to the previous month with an abandonment rate reduction of 6%</p> <p>Contacts to Household Support have seen a peak in November (1070) compared to October (13) .The last peak was in March (2433), this decrease of 56% is due to the introduction of an online option for applicants.</p> <p>Abandonment rate for Adult Social Care is on the same level of the previous month (20%) .Throughout November, we have prioritized reducing the number of assessments we have which has resulted in higher abandonment rates. This is to ensure we have low numbers in the assessment trays as we approach our busiest time over the Xmas/New Year Period</p> <p>Abandonment rate for childhood support services has increased slightly in November (5%) compared to the previous month (2%)</p>			12%	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 N Fawcett	100%	95%	★	<p>The Registration service was delighted to have retained 100% customer satisfaction for November 2023. A snapshot of customer comments are below:</p> <ul style="list-style-type: none"> • The whole procedure from start to finish was well handled, friendly, and helpful, which meant that the ceremony and subsequent reception was a most memorable success. • Oxfordshire Country Council marriage registry services are truly outstanding, professional and personable. All ceremony logistics and legal material were clearly communicated and attended to. Thank you for making our special day absolutely perfect. • Deputy registrar was very kind and welcoming and very polite • Very straightforward process from start to finish with super helpful people. All ran to time. • The lady we saw was very kindly without being over the top. • I took my friend to register the death of her long term partner the registrar put her at her ease and carefully explained everything. Very professional but with empathy • The appointment was simple to set up. On the day we were actually seen before our appointment time and the deputy registrar who dealt with us could not have been more helpful, professional and kind. 			100%	95%	★
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Mark Haynes	Cllr N Fawcett	100%	99%	★	<p>Some examples of feedback received in November include:</p> <p>Last week I, along with other family members, attended the inquest into the death of my nephew, Sammy Phillips. I feel I need to reach out and express extreme gratitude to each and every person that I came into contact with and thank them for their kindness and compassion. This is a place we never thought we would find ourselves in, however, your sympathy and empathy made this nightmare situation all the more bearable. THANK YOU!</p> <p>Considering the limitations of the building, I was very happy with how the inquest was handled. Staff at the Coroner's Office - Helen (Volunteer) and Stuart (Coroner's Officer) were both very calming, kind and compassionate. They treated us with dignity and explained things clearly. We felt very looked after and are grateful for their efforts to assist on a difficult day. David Freeman was kind and courteous when we spoke on the phone and in our email exchanges too.</p> <p>Jerry McGlynn was extremely helpful throughout and always willing and able to answer any questions I had. Thank you.</p>			100%	99%	★

Running the business - Finance

Status of Indicators	30/11/2023
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 D Levy	0.70%	0.00%	★	Overall forecast for the November position is £5.650m overspend.			0.76%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy	72.00%	95.00%	▲				62.86%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy	£25,620,000	£30,200,000	▲	Balances are forecast to be £23.790m in the November position, which is £6.410m below the risk assessed level			£25,620,000	£30,200,000	▲
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy	2.5%	0.0%	▲	Directorates overspend is £15.050m for the November forecast			2.2%	0.0%	▲
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr D Levy	0.00%	0.00%	★				0.00%	0.00%	★
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr D Levy	3.40%	0.00%	▲	Forecast year end position has increased from £18.3m target to £21.2m in November.			0.43%	0.00%	★
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr D Levy	95.00%	95.00%	★				95.00%	95.00%	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr D Levy	95.43%	95.00%	★	This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order system, as well as invoices processed via social care finance systems. Currently the Education Finance system is not included. Invoices paid on time in November was 95.4%, invoice paid by purchase order were under target at 94%, Social Care invoices were above target. The number of late invoices was 160 out of 2662 processed. Property within Resources accounts for 54% of the late invoices. Work is planned in Q4 to review the approach to invoice management.			95.29%	95.00%	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	96.57%	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 August 2023. The collection rate was 96.57%, above the target of 95%.			97.06%	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 D Levy	£551,882	£300,000		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. Debt requiring impairment this month is £0.552m. The top four cases account for 49% 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.			£551,882	£300,000	
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr D Levy	£5,102,441	£3,500,000		The 2022-23 year-end adults care contribution impairment for bad debt was £4.60m, bad debt at the end of November is £5.1m, £0.5m higher. As reported previously wider economic factors have had a significant effect on means tested social care contribution debt levels, as have delays with the court of protection and related activity, 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 have implemented additional performance oversight and are tracking team performance.	In relation to the debt focus work the Adults' plan was to fund temporary income collection staff via a reduction in the bad debt impairment, to achieve this the ASC bad debt level needs to finish the year below the 2022-23 year end position. If the impairment is not reduced by year end there will be additional staffing pressures as well as a cost to top up the impairment, the return on investment will not be realised.		£5,102,441	£3,500,000	
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr D Levy	£499,230,000	£480,000,000					£469,757,000	£480,000,000	
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr D Levy	3.72%	3.00%					3.30%	3.00%	
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr D Levy	3.75%	3.75%					3.75%	3.75%	
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr D Levy	90.65%	92.00%		The 120-day invoice collection rate remains at 91% this period, just below the 92% target and above the average for 22-23, 89%. A development to redesign reminder letters went live in October 23 and is expected to drive an improvement in collection rates by the end of the year. The target is to reach 92% by the end of the FY 23/24.			90.40%	92.00%	