

BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER XX 2016-17

Introduction

1. [Typically: “This report provides details of Oxfordshire County Council’s performance for quarter XX. The report shows that we are on course to meet the three strategic priorities set out in the Corporate Plan. A report covering key achievements and performance is attached at Annex 1. Performance dashboards are included at Annex 2.”]
2. [Then summary paragraphs showing]:
 - i. how many outcomes are rated Red, Amber or Green at the end of the quarter in question
 - ii. direction of travel since the previous quarter’s report
 - iii. significant changes in specific outcomes or success indicators since the previous quarter’s report
 - iv. summary of the “forward look”
 - v. any other issues concerning the business management function

Members are RECOMMENDED to:

- 1. Discuss and note the performance reported, and make any comments necessary for escalation to Cabinet before XX.**
- 2. Note the ongoing work to improve business management and performance reporting.**

[date]

Report by: Ian Dyson, Assistant Chief Finance Officer (Assurance)

Contact Officer: Steven Jones, Corporate Performance and Risk Manager
steven.fairhurstjones@oxfordshire.gov.uk 07932 318 890

ANNEX 1 – PERFORMANCE REPORT

Section A: Key achievements against Corporate Plan priorities in this quarter

[this section typically runs to 1-2 pages]

A thriving economy

- bullet points from any OCC team with key achievements to report under this priority

Protecting vulnerable people

- Bullet points from any OCC team with key achievements to report under this priority

Efficient public services

- Bullet points from any OCC team with key achievements to report under this priority

Section B: key issues currently affecting our ability to deliver our priorities

[this section typically runs to 1 page]

[Here, again set out by Corporate Plan priority, teams may set out any issues affecting the performance reported on in the following dashboards.]

[This section is not about risk – things which might affect performance in future.]

[Issues covered here might be)for example) that a good level of performance is being achieved despite very high levels of demand. This section might also set out what the team has done to manage that.]

Section C: key performance issues requiring intervention / decision.

[this section typically runs to 2-3 pages, with each Red-rated outcome taken separately]

Typically: “The following narratives explain outcomes which Directorates have rated “Red”. A Red rating indicates that the outcome in question might not be achieved by year end as things stand. Directors’ ratings may be based on a number of factors including levels of performance and degree of risk.

For example: “There are no red outcomes recommended for discussion this quarter. Red outcomes recommended to be noted without discussion are as follows:”

| | | |
|---|---|---|
| 1. | Corporate Plan priority | e.g. EFFICIENTPUBLIC SERVICES |
| | Outcome affected | e.g. Household waste is disposed of efficiently and effectively |
| | Dashboard details | e.g. Success indicators 32-34 |
| <p>[Brief explanation of the performance, saying why it is rated Red, and what has been done / is being done to improve this.</p> <p>[if the relevant Director judges that the Red performance is being managed, and that improvement will be achieved, it is not usually recommended for discussion.]</p> <p>[if this is not the case, the Director uses this space to request CLT / Cabinet views on what steps to take to achieve improvement]</p> <p>[N.B. the household waste outcome is solely used for example – it was never rated Red in 2016-17]</p> | | |
| Recommended action | [the audience] is recommended to note the reasons for the Red rating and confirm that no additional action is required at this time. | |

ANNEX 2 – PERFORMANCE DASHBOARDS

CORPORATE PLAN 2016-17 PRIORITIES AND OUTCOMES, BY DIRECTORATE

PRIORITY: A STRONG AND THRIVING ECONOMY

| | | | | | | | |
|-----------------|--|--|--|--|---|---|---|
| Outcomes | 20,000 businesses given advice and support to grow (OFRS) | Raising achievement for all children and young people (CEF) | An Infrastructure Strategy for Oxfordshire is delivered (E&E) | High-quality jobs, and a skilled workforce, are created and sustained (E&E) | Funding for public services is maximised (E&E) | OCC's responsibilities for spatial planning are executed (E&E) | Highways are adequately maintained (E&E) |
|-----------------|--|--|--|--|---|---|---|

PRIORITY: PROTECTING VULNERABLE PEOPLE

| | | | | | | | | | | |
|-----------------|---|--|--|--|---|--|---|---|---|--|
| Outcomes | 85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives (OFRS) | 37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits (OFRS) | To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms (OFRS) | Ensuring children have a healthy start in life (PH) | Preventing early death and improving quality of life in later years (PH) | Preventing chronic disease by tackling obesity (PH) | Narrowing the gap for our most disadvantaged and vulnerable groups (CEF) | Keeping children and young people safe (CEF) | Adults with long term conditions living independently and achieving their full potential (SCS) | Support older people to live independently with dignity whilst reducing the need for care & support (SCS) |
|-----------------|---|--|--|--|---|--|---|---|---|--|

PRIORITY: EFFICIENT PUBLIC SERVICES

| | | | | | | | |
|----------------|---|---|---|---|---|--|--|
| Outcome | 6,000 more people alive as a result of our prevention, protection and emergency response activities (OFRS) | When a fire occurs we aim to send the nearest fire engine in the quickest time possible (OFRS) | Reducing the level of need of our most vulnerable families (CEF) | Working together to improve quality and value for money in the Health and Social Care System (SCS) | Household waste is disposed of efficiently and effectively (E&E) | Year on year reduction in OCC's carbon equivalent emissions (E&E) | Communities are helped to help themselves (Corp Services) |
|----------------|---|---|---|---|---|--|--|

SOCIAL AND COMMUNITY SERVICES – PERFORMANCE DASHBOARD – Quarter XX 2016-17

| | Outcome | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|-------------------------------------|--|--|---------|-----------------------|------------|-------------|-------------|
| PROTECTING VULNERABLE PEOPLE | Adults with long term conditions living independently and achieving their full potential | 1 20,000 people to receive information and advice about areas of support as part of community information networks. | 20,000 | Y | R / A / G | R / A / G | ↑ ↔ ↓ |
| | Support older people to live independently with dignity whilst reducing the need for care & support | 2 Reduce the number of people delayed in hospital awaiting social care from current level of 30 at the end of March 2015 to 20 at the end of March 2017. | 20 | N | | | |
| | | 3 Increase the proportion of older people with an on-going care package supported to live at home from 60% in April 2016 to 62% in April 2017 | 62% | N | | | |
| | | 4 Increasing the number of hours people are able to access the reablement pathway to 110,000 hours per year (2,115 per week) by April 2017. | 110,000 | N | | | |
| | | 5 80% of people who receive reablement need no ongoing support by April 2017 | 80% | Y | | | |
| EFFICIENT PUBLIC SERVICES | Working together to improve quality and value for money in the Health and Social Care System | 6 Increase the number of carers receiving a social care assessment from 7,036 in 2015/16 to 7,500 in 2016/17. | 7,500 | Y | | | |
| | | 7 Increase % carers who are extremely or very satisfied with support or services received. 43.8 % baseline from 2014 Carers survey. | 44% | N | | | |
| | | 8 75% of all adult safeguarding investigations will be concluded within 20 working days or have an agreed exemption by a senior manager | 75% | Y | | | |
| | | 9 75% of all adult safeguarding triage decisions will be made in two working days | 75% | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

CHILDREN EDUCATION AND FAMILIES – PERFORMANCE DASHBOARD – Quarter XX 2016-17

| | Outcome | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|------------------------------|--|---|-------------------|-----------------------|------------|-------------|-------------|
| THRIVING ECONOMY | Raising achievement for all children and young people | 10 % of schools judged good or outstanding by OFSTED to be in top quartile nationally by 2018. | 92% | N | R / A / G | R / A / G | ↑ ↔ ↓ |
| PROTECTING VULNERABLE PEOPLE | Narrowing the gap for our most disadvantaged and vulnerable groups | 11 Increase the number of troubled families worked with by the council from 915 in 2015/16 to 1,549 in 2016/17 and 2892 by 2020. | 1549 | Y | | | |
| | | 12 Increase the number of community Common Assessment Frameworks (CAFs) completed from 770 in 2015/16 to 847 in 2015/16 | 847 | Y | | | |
| | | 13 Persistent absence rates to be in the top quartile nationally by 2018 for secondary schools (figures available annually in July) | Tbc | N | | | |
| | | 14 Permanent exclusions to remain in the top quartile nationally | <48 | N | | | |
| | Keeping children and young people safe | 15 Set a baseline for caseloads in different teams and reduce this in the year to best practice levels | Varies by team | N | | | |
| | | 16 Increase the proportion of referrals dealt with within timescales to 75% by March 2017 | 75% | N | | | |
| | | 17 Increase the proportion of assessments completed in 40 working days to 75% by March 2017 | 75% | Y | | | |
| | | 18 Increase the proportion of interviews of missing children completed on time | - | Y | | | |
| EFFICIENT PUBLIC | Reducing the level of need of our most vulnerable families | 19 Recruiting 135 unrelated foster carers over the next three years | 135 by March 2019 | Y | | | |
| | | 20 Reduce the number of children placed out of county and not in neighbouring authorities from 77 to 60 by March 2016 | 60 | N | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

ENVIRONMENT AND ECONOMY – PERFORMANCE DASHBOARD – Quarter XX 2016-17

| | Outcome | Success indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|-------------------------|--|---|--|-----------------------|------------|-------------|-------------|
| THRIVING ECONOMY | An Infrastructure Strategy for Oxfordshire is delivered | 21 A prioritised infrastructure strategy providing a framework that enables the county's planned growth will be produced by March 2017. | Q1 - Strategy Scoped (5%) Q2 - Procurement underway (10%); Q3 - Consultant appointed and Stage 1 complete (50%); Q4 - Strategy work complete (100%) | Y | R / A / G | R / A / G | ↑ ↔ ↓ |
| | High-quality jobs, and a skilled workforce, are created and sustained | 22 Oxfordshire is chosen for 35 new investors / re-investors, 14 of which are 'high value' (as defined in OxLEP contract) | 35 / 14 | Y | | | |
| | | 23 We participate in 15 funding bids for innovation submitted to support the Smart Oxford programme | 3 per year | Y | | | |
| | | 24 525 additional apprenticeship starts are delivered | 525 | Y | | | |
| | Funding for public services is maximised | 25 Value of monies secured in s106 / s278 agreements as a % of requirements identified through the Single Response process | 80% | Y | | | |
| | | 26 No more than 20% of s106 monies are held within 2 years of potential payback | <20% | Y | | | |
| | OCC's responsibilities for spatial planning are executed | 27 80% of District Council planning applications are responded to within the agreed deadline | 80% | Y | | | |
| | | 28 50% of Mineral and Waste applications are determined within 13 weeks | 50% | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

ENVIRONMENT AND ECONOMY – continued

| | Outcome | Success indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook | |
|------------------|---|-------------------|---|-----------------------|------------|-------------|-----------|-----|
| THRIVING ECONOMY | Highways are adequately maintained | 29 | % of highway defects posing an immediate risk of injury are repaired within 24 hours | 100% | N | R / A / G | R / A / G | ↑↔↓ |
| | | 30 | % of highway defects that create a potential risk of injury repaired within 28 calendar days | 90% | N | | | |
| | | 31 | % of the A and B Classified road network where carriageway maintenance should be considered. | 28% | N | | | |
| | Household waste is disposed of efficiently and effectively | 32 | 59% of household waste is reused, recycled or composted | 59% | N | | | |
| | | 34 | % of waste from Household Waste Recycling Centres (HWRC) which is recycled | 60% | N | | | |
| | Year on year reduction in OCC's carbon equivalent emissions | 35 | Average 3% year on year reduction in carbon equivalent emissions from Oxfordshire County Council estates and activities | 11% | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PUBLIC HEALTH – PERFORMANCE DASHBOARD – Quarter XX 2016-17

| | Outcome | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook | |
|-------------------------------------|---------|-------------------|---|--------------------------------------|------------|-------------|-----------|-----|
| PROTECTING VULNERABLE PEOPLE | | 36 | Conceptions in women aged under 18 per 1,000 females aged 15-17 (teenage conceptions). This reflects calendar year 2015 | <=16.8 (189) | Y | R / A / G | R / A / G | ↑↔↓ |
| | | 37 | Percentage of mothers who receive a universal face to face contact at 28 weeks or above | Q1 55% Q2 60% Q3 62% Q4 65% | N | | | |
| | | 38 | Percentage of births that receive a face to face New Birth Visit (NBV) within 10-14 days by a Health Visitor | 93-95% (each quarter) | N | | | |
| | | 39 | Percentage of births that receive a face to face New Birth Visit (NBV) completed | 95% | N | | | |
| | | 40 | Percentage of children who received a 12 month review | 93-95% each 1/4 | N | | | |
| | | 41 | Percentage of children who received a 2-2.5 year review | 93-95% each ¼ | N | | | |
| | | 42 | Percentage of infants for whom breastfeeding status is recorded at 6-8 week check | 95.0% | N | | | |
| | | 43 | Babies breastfed at 6-8 weeks of age (County). No individual CCG locality should have a rate of less than 55% | 63.0% | N | | | |
| | | 44 | % of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks. | 93.0% | N | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PUBLIC HEALTH – continued

| Outcome | | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook | |
|-------------------------------------|--|-------------------|---|--|------------|-------------|-----------|-----|
| PROTECTING VULNERABLE PEOPLE | Preventing early death and improving quality of life in later years | 45 | Of people aged 40-74 who are eligible for health checks once every 5 years, at least 15% are invited to attend during the year. No CCG locality should record less than 15% and all should aspire to 20%. | 15% | Y | R / A / G | R / A / G | ↑↔↘ |
| | | 46 | Take-up of invitation for NHS Health Checks should exceed national average (2015-16 = 51.7% nationally) and aspire to 55% in year ahead. No CCG locality should record less than 50%. | >51.7% (Aspire 55%) | Y | | | |
| | | 47 | Number of the eligible population, aged 40-74, who received their NHS Health Check | Q1 3724 (3939) Q2 7448 (7877) Q3 10722 (11816) Q4 14896 (15755) | Y | | | |
| | | 48 | Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes) | Q1 186 (197) Q2 372 (394) Q3 558 (591) Q4 745 (788) | Y | | | |
| | | 49 | Number of people quitting smoking for at least 4 weeks should exceed 2015-16 baseline by at least 10% (15-16 baseline = 1923) | > 2115 | Y | | | |
| | | 50 | Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of opiate users in treatment. | > 4.5% 5% end year Aspire 6.8% long term | Y | | | |
| | | 51 | Number of users on NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months, as a percentage of the total number of non-opiate users in treatment. | < 26.2% 30% end year Aspire 37.3% long term | Y | | | |
| | | 52 | All drugs: successful completions | 2015-16 national average: 15.2% | Y | | | |
| | | 53 | Successful completions as a % of the total Number in Treatment (ALCOHOL) | 39.2% 2015/16 national average | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PUBLIC HEALTH – continued

| | Outcome | | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|-------------------------------------|---|----|--|--------------|-----------------------|------------|-------------|---------|
| PROTECTING VULNERABLE PEOPLE | Preventing chronic disease by tackling obesity | 54 | National Childhood Measurement Programme (NCMP) - obesity prevalence in Reception year | Maintain <7% | N | R / A / G | R / A / G | ↑↔↓ |
| | | 55 | National Childhood Measurement Programme (NCMP) - obesity prevalence in Year 6. No district population should record more than 19% | <=16% | N | | | |
| | | 56 | National Childhood Measurement Programme (NCMP) - % of all children measured in Reception (coverage) | 90% | N | | | |
| | | 57 | National Childhood Measurement Programme (NCMP) - % of all children measured in Year 6 (coverage) | 90% | N | | | |

CORPORATE SERVICES – PERFORMANCE DASHBOARD – Quarter 3 2016-17

| | Outcome | | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|-----------------------------------|--|----|---|--------|-----------------------|------------|-------------|---------|
| EFFICIENT PUBLIC SEERVICES | Communities are encouraged to help themselves with support from the County Council, strengthening the role of individual citizens and communities | 58 | OCC effectively uses a variety of mechanisms including active participation in the democratic system, being part of Town and Parish Councils, volunteering in their local community and receiving support from the providers of the Council's Voluntary & Community Sector Infrastructure Contract. Also through direct service delivery under the Oxfordshire Together programme and using communications and services facilitated by OCC libraries. | - | N | R / A / G | R / A / G | ↑↔↓ |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

OXFORDSHIRE FIRE & RESCUE SERVICE – PERFORMANCE DASHBOARD – Quarter XX 2016-17

| | Outcome | | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|-------------------------------------|---|----|---|--------|-----------------------|------------|-------------|---------|
| THRIVING ECONOMY | 20,000 businesses given advice and support to grow | 59 | 833 businesses given advice and support, per quarter. | 833 | Y | R / A / G | R / A / G | ↑↔↓ |
| PROTECTING VULNERABLE PEOPLE | 85,000 children and young adults (to include looked after children) to be better educated to lead safer and healthier lives | 60 | 3,542 children and young adults to be better educated to lead safer and healthier lives, per quarter | 3,542 | Y | | | |
| | 37,500 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits | 61 | 1,562 vulnerable children and adults helped to lead more secure and independent lives, supported by safe and wellbeing visits per quarter | 1,562 | Y | | | |
| | To deliver 1.6 million specific safety messages to contribute towards promoting a safer community, across all social media platforms | 62 | To deliver 66,666 specific safety messages across all social media platforms, per quarter. | 66,666 | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

OXFORDSHIRE FIRE & RESCUE SERVICE - continued

| | Outcome | Success Indicator | Target | Cumulative Target Y/N | Last ¼ RAG | Current RAG | Outlook |
|----------------------------------|--|--|--------|-----------------------|------------|-------------|---------|
| EFFICIENT PUBLIC SERVICES | 6,000 more people alive as a result of our prevention, protection and emergency response activities | 63 250 more people alive as a result of our prevention, protection and emergency response activities per quarter | 250 | Y | R / A / G | R / A / G | ↑↔↓ |
| | When a fire occurs we aim to send the nearest fire engine in the quickest time possible | 64 80% of emergency call attendances to be made within 11 minutes, per quarter | 80% | Y | | | |
| | | 65 95% of emergency call attendances to be made within 14 minutes, per quarter | 95% | Y | | | |

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

FINANCIAL REPORTS – Quarter XX 2016-17

SOCIAL AND COMMUNITY SERVICES

| | Success Indicator | Target | Position at end Dec 2016 | On Target? | Notes |
|-----------------------|--|----------------------|--------------------------|------------|-------|
| Financial Performance | Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget | < 2.0% of net budget | | | |
| | Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget | <2.0% of net budget | | | |
| | Actual Pooled Budget Reserves (as at 31 March 2017) | - | | | |
| | Other Directorate Reserves (as at 31 March 2017) | - | | | |
| | Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy | - | | | |
| | Planned savings for 2016/17 assumed in the MTFP have been achieved | 100% achieved | | | |

CHILDREN EDUCATION & FAMILIES

| | Success Indicator | Target | Position at end Dec 2016 | On Target? | Notes |
|-----------------------|--|----------------------|--------------------------|------------|-------|
| Financial Performance | Actual expenditure for Education & Learning is in line with the latest agreed budget | < 2.0% of net budget | | | |
| | Actual expenditure for Children's Social Care is in line with the latest agreed budget | <2.0% of net budget | | | |
| | Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget | <2.0% of net budget | | | |
| | School Reserves (as at 31 March 2017) | - | | | |
| | Directorate Reserves (as at 31 March 2017) | - | | | |
| | Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy | - | | | |
| | Planned savings for 2016/17 assumed in the MTFP have been achieved | 100% achieved | | | |

ENVIRONMENT & ECONOMY

| Success Indicator | | Target | Position at end of Dec 2016 | On Target? | Notes |
|-----------------------|---|----------------------|-----------------------------|------------|-------|
| Financial Performance | Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget | < 2.0% of net budget | | | |
| | Actual expenditure for Commercial Services is in line with the latest agreed budget | <2.0% of net budget | | | |
| | Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget | < 2.0% of net budget | | | |
| | Directorate Reserves (as at 31 March 2017) | - | | | |
| | Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy | - | | | |
| | Planned savings for 2016/17 assumed in the MTFP have been achieved | 100% achieved | | | |

PUBLIC HEALTH

| Success Indicator | | Target | Position at end Dec 2016 | On Target ? | Notes |
|-----------------------|---|------------------------|--------------------------|-------------|-------|
| Financial Performance | Actual expenditure is in line with the latest agreed budget | < 2.0% of gross budget | | | |
| | Actual Directorate Reserves (as at 31 March 2017) | - | | | |
| | Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy | - | | | |
| | Planned savings for 2016/17 assumed in the MTFP have been achieved | 100% achieved | | | |

CORPORATE SERVICES

| | Success Indicator | Target | Position at end Dec 2016 | On Target? | Notes |
|-----------------------|---|----------------------|--------------------------|------------|-------|
| Financial Performance | Actual expenditure is in line with the latest agreed budget | < 2.0% of net budget | | | |
| | Actual Directorate Reserves (as at 31 March 2017) | - | | | |
| | Number of 2016/17 budget virements requested requiring Council approval as they were a change in policy | - | | | |
| | Planned savings for 2016/17 assumed in the MTFP have been achieved | 100% achieved | | | |

CORPORATE

| Success Indicator | Target | Based on position at end Dec 2016 | On Target? | Notes |
|---|----------------------|-----------------------------------|------------|-------|
| Actual expenditure for the Council is in line with the latest agreed budget | < 2.0% of net budget | | | |
| Cross Directorate Reserves (as at 31 March 2017) | - | | | |
| Corporate Reserves (as at 31 March 2017) | - | | | |
| Capital Reserves (as at 31 March 2017) | - | | | |
| Cash Flow Reserves (as at 31 March 2017) | - | | | |
| General balances as a proportion of the original gross budget (£798m for 2016/17) | - | | | |
| Total reserves as a proportion of the original gross budget (£798m for 2016/17) | - | | | |
| Capital programme use of resources compared to programme agreed in February 2016 | 90% | | | |
| Capital programme expenditure realisation rate | | | | |

CORPORATE (continued)

| Success Indicator | Target | Based on position at end Dec 2016 | On Target? | Notes |
|--|---------|-----------------------------------|------------|-------|
| Year to date debtor invoices – all(*) | 48 days | | | |
| Percentage of debtor invoices cleared in 90 days - Social Care Clients(*) | 94% | | | |
| Percentage of debtor invoices cleared in 90 days | 97% | | | |
| Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate | 0.70% | | | |
| Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (**) (Pooled Fund) | 2.03% | | | |

(*)The indicators have been modified post IBC to show average debtor days for debtors as a whole including Adult Social Care (previously they were shown separately to general debtors).

(**)Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged).