





Annex A - Performance - May 2024

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Key

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

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

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

Status of Indicators	31/05/2024
OCC01 - Put action to address the climate emergency at the heart of our work	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	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	Target for this month has been exceeded.					105	75	★	339	125	★
OCC01.07 Total % of household waste which is reused, recycled or composted	<ul style="list-style-type: none"> Bill Cotton Rachel Wileman 	Cllr A Gant	Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2024/25. The forecasts are variable and show minor fluctuations through the year as seasonal factors are taken into account. Most local authorities including Oxfordshire have seen recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2024/25 is below target. In May 2024 Defra announced			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	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	56.97%	61.50%	●	56.97%	61.50%	●

			<p>the timescales for implementation of Simpler Recycling reforms for businesses, hospitals and schools by 31 March 2025 and households by 31 March 2026. However, progress of the regulations through Parliament to enable this are now on hold until after the general election.</p>			<p>until after October 2025.</p>	<p>service changes very difficult. This is a national issue.</p>							

Tackle inequalities in Oxfordshire

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

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

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

Status of Indicators	31/05/2024
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	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	We continue to see a demand for access to free public computers and internet.	Work is ongoing to refresh our aging PN hardware, and a pilot scheme is due to begin shortly at Westgate, Abingdon and Cowley libraries to trial a completely new system including new software.				7,637	5,500	★	15,555	11,000	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	Physical visits to libraries remains the most popular way for customers to interact with our services (nearly 2 million visits to Oxfordshire Libraries in 2023/24).	Library staff continue to work hard to arrange events and activities to keep libraries at the heart of their communities, and to remain centres of culture and learning. At the moment, attention is turning towards the Summer Reading Challenge - this is a national initiative to encourage children to continue reading over the summer holidays, and to promote reading for pleasure. The theme for 2024 is "Marvellous Makers".				168,479	125,000	★	342,682	245,000	★

Prioritise the health and wellbeing of residents

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

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

Status of Indicators	31/05/2024
OCC03 - Prioritise the health and wellbeing of residents	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.09 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr N Fawcett	MECC (Making Every Contact Count) continues to be a hugely successful partnership between Libraries and Public Health. May has been a particular focus on MECC, with a number of targets set for Library Managers, additional displays of books relating to Health and Wellbeing, refresher training, and events.					862	450	★	1,723	900	★

Support carers and the social care system

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

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

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

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

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

Status of Indicators	31/05/2024
OCC04 - Support carers and the social care system	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.01 % of people who received short-term services during 24/25 with no further support request	Karen Fuller	Cllr T Bearder						77.00	77.50	●	77.00	77.50	●
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder						89.56%		n/a	89.56%		n/a
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	Karen Fuller	Cllr T Bearder						94.06	93.00	★	94.06	93.00	★
OCC04.04 Adults aged 65+ (per100,000) whose support needs met by residential and nursing care homes	Karen Fuller	Cllr T Bearder	In the last month there have been 468 permanent care home admissions or a rate of 349 per 100,000 population aged 65 or over.					349.00		n/a	349.00		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.05 Percentage of people transferring from homecare to care homes	Karen Fuller	Clr T Bearder						17.90	20.00	★	17.90	20.00	★

Invest in an inclusive, integrated and sustainable transport network

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

Status of Indicators	31/05/2024
OCC05 - Invest in an inclusive, integrated and sustainable transport network	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC05.03 204.6 KM (4.4%) of the road network to be treated	<ul style="list-style-type: none"> ■ Bill Cotton ■ Paul Fermer 	Clr A Gant	<p>The annual target for the 2024/25 total surfacing program has been set at 4.4% of the network (excluding patching).</p> <ul style="list-style-type: none"> • 98.60 km were treated during May (2.14 % of the network). • As at 31st of May, 158.5 km (3.43%of the network) has been treated. This means we are on track against the final target. 	<p>The actual target for the month of June will increase from 2.5 km to 28.5 km as some schemes expected in April were reprogrammed to the beginning of June due to unfavourable weather conditions.</p>				98.60	98.50	★	158.50	184.00	★

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	31/05/2024
OCC06 - Preserve and improve access to nature and green spaces	?!

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	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	Although 10 trees planted last planting season have died, the percentage alive has increased because the losses have been offset by the completion of this year's tree planting of an additional 413 trees.			No impact	No financial impact	96.50%		n/a	96.50%		n/a

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

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

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

Status of Indicators	31/05/2024
OCC07 - Create opportunities for children and young people to reach their full potential	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						100		n/a	193		n/a
OCC07.03 % of children we care for placed out of county and more than 20 miles away from home	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson	At the end of May 263 people out of 770 were placed out of Oxfordshire and more than 20 miles away from their home address.					34.00		!	34.00		!
OCC07.04 Number of Children and Young People accessing the Music Service	Mark Haynes	Cllr N Fawcett						8,093.00	8,100.00	★	8,093.00	8,100.00	★
OCC07.05 The number of children subject of a child protection plan	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						518.00	618.00	★	521.50	618.00	★
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						670		n/a	670		n/a
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson						59.2%		n/a	61.0%		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.08 The number of Education Health Care Plans maintained by the local authority	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson						6,682.00		n/a	6,660.50		n/a

Play our part in a vibrant and participatory local democracy

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

We will engage and listen to Oxfordshire residents.

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

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

We will manage our own resources carefully.

Status of Indicators	31/05/2024
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	31/05/2024
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	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	1.00	★	4.00	2.00	★

Running the Business - Customer Experience

Status of Indicators	31/05/2024
OCC10 - Customer Service	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Mark Haynes	Clr N Fawcett						100%	80%	★	100%	80%	★
OCC10.04 Customer enquiries resolved via telephony contact channel at first contact	Mark Haynes	Clr N Fawcett	In May 7791 calls were answered at the first point of contact (73% of the total calls). Compared to April this was 8591 (74%)	We continue to monitor the call types to establish any trends and reasons that we can mitigate against. Sickness is constantly monitored in terms of each individual team, return to work meetings are undertaken with a view to reducing absence times.	This figure will always fluctuate due to several variables including the demand volume (which can be beyond our control such as weather events) and staffing levels. We closely monitor forecasted call volumes, based on historical arrival patterns, known events (such as policy changes) and expected staffing levels.	If a lower number of calls are not resolved at the first point of contact, this can lead to increased pressure on the back office service areas as the customers are having to be dealt with by the customer service centre.	The financial implications of a lower percentage of queries being answered by the customer service centre are that these are usually cheaper channels and therefore a cheaper cost to serve.	73.00	75.00	●	147.00	150.00	●

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.05 Percentage of FOIs responded to within timescales	Mark Haynes	Cllr N Fawcett	We have completed all FOI and EIR requests in 20 working days for 4 months. This was a great result by everyone to meet this deadline. We have prioritised FOI/EIR to stress their importance across the organisation.	We have updated guidance documents and policy on the intranet for staff to use to write their response. A weekly report on open requests goes to ELT and other managers so they can monitor requests and help the FOI Team respond on-time. We have made several changes to improve our timeliness and quality of responses.	Our performance improved since a Senior FOI Officer started in November 2023. We are still working to update guidance documents, the intranet and internet, and Directorates to highlight the importance of meeting the deadlines. We measure our performance against the ICO response ratings. We aim to be 'good', which is 95%+ of requests responded on-time. Our current rating, as of 4 June, is 98.9% of initial requests responded on-time for the 2024-25 FY.			100.00	90.00	★	200.00	180.00	★
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr N Fawcett	Although there was a slight decline, the Registration Service have met the customer satisfaction KPI for May 2024 achieving 95% customer satisfaction. Below are some of the comments received from customers in May:					95%	95%	★	97%	95%	★

			<ul style="list-style-type: none">• I thought our registrar/cere staff were amazing - they really took the time to find out about us, and made our ceremony feel very personal and special to us, thank you!• The ceremony went flawlessly and we wouldn't have changed anything. Staff were very accommodatin and helpful.• The lady who our appointment was with was amazing and so kind and accommodatin especially when our baby needed feeding during our time slot. Most amazing service, thank you.• The service I received was great! Lovely and very professional, very straight											
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			<p>forward, would recommend the Oxford registration service to anyone.</p> <ul style="list-style-type: none"> • I found the registrar very helpful and compassionate • The Deputy Registrar I met was respectful, considerate and sensitive throughout our conversation. Her manner and "pace" of conversation was appropriate and appreciated. 										
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Mark Haynes	Cllr N Fawcett	<p>We continue to receive excellent feedback from families following inquest cases. Some examples are below:</p> <ul style="list-style-type: none"> • Please will you thank everyone from your office for the outstanding professionalism and compassion towards my family during this difficult time. Stephanie in 					100%	99%	★	100%	99%	★

			<p>particular has been amazing.</p> <ul style="list-style-type: none">• David Freeman was helpful in so many ways right from our first contact with him. He always made us feel supported and fully informed during the 2 years and 8 months between our daughter's death and the inquest. His level of contact and empathy were second to none and we would like to thank him for his professionalism and kindness throughout this difficult process.• During this inquest hearing Mr Salter was kind and considerate towards us both and made us feel a real part of the inquest despite us only being able to join via MS										
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			<p>Teams. He included our thoughts and feelings where it was appropriate. Thank you.</p> <ul style="list-style-type: none"> Stuart spoke with us each day prior to the inquest starting to ensure that we were aware of what would happen. He even added an additional microphone to enable us to hear the jury's questions. 										
OCC10.13 The percentage of customer telephone calls abandoned at the Customer Service Centre	Mark Haynes	Cllr N Fawcett						5.00%	10.00%	★	5.00%	10.00%	★

Running the business - Finance

Status of Indicators	31/05/2024
OCC11 - Finance	●

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr D Levy						0.00	0.00	★	0.00	0.00	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy	This measure assesses the achievement of planned savings against the 90% target. The directorates are forecasting 71% delivery due to uncertainty on delivery of full savings early in the financial year.					71.00	90.00	▲	71.00	90.00	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy						108.00	85.00	★	108.00	85.00	★
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy						0.50	1.00	●	0.50	1.00	●
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	●

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr D Levy						£21,262,0	£21,300,0	★	£21,262,0	£21,300,0	★
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						96.54	95.00	★	96.54	95.00	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in February 2024. The collection rate was 97.68%, above the target of 95%.					97.68	95.00	★	97.68	95.00	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Clr D Levy	<p>Debt requiring impairment is the value of invoices with potential to become unrecoverable. The potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk, we are required to top up the impairment balance. Consequently, this figure is tracked through the year.</p> <p>Debt requiring impairment this month is £0.509m. The top five cases account for 42% of the total bad debt and is being actively worked on. The top debtor is £0.158m and has gone into liquidation, however a £0.064 dividend was received from the liquidators in March and a further 'substantial' dividend is expected by September.</p>					508,999	300,000		508,999	300,000	

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	Lorna Baxter	Cllr D Levy	<p>The impairment figure has increased from £4.534m as at 30th April to £4.806m, an increase of £272k. During May, 221 impairment cases were reduced by £201k. However, there was an increase of £135k across 241 existing cases, and a further 56 new cases impaired at a total of £338k.</p> <p>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, operational since July 2022, has been closed and a revised debt reduction plan for the next year is being worked on.</p>					4,806,095	3,500,000	▲	4,806,095	3,500,000	▲

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.15 Invoice Collection Rate - Adult Social Care contribution debtors	Lorna Baxter	Cllr D Levy	In this period, we measured invoices issued in February 2024. The 120-day invoice collection rate was 91.42% for this period, below the 92% target but above the average for 2023/24, which was 90.85%. A development to redesign reminder letters went live in October 2023 and has driven an improvement in collection rates. There are further developments and improvements to be implemented which are expected to push the collection rate up to the target of 92% in 2024/25.					91.42	92.00	★	91.42	92.00	★