

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 | 31/05/2022 |
|------------------------------------------------------------------------------|------------|
| OCC01 - Put action to address the climate emergency at the heart of our work | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC01.02 Total No. of streetlights fitted with LED Lanterns by March 2023 | Bill Cotton | Cllr A Gant | 1,949 | 1,500 | ★ | The programme delivered above its target for this month meaning energy and carbon savings have been met. this puts the programme on target for delivery by March 22. | 4,339 | 3,000 | ★ |
| OCC01.05 Total number of electric vehicle charging points by end of March 2023 | Tim Spiers | Cllr P Sudbury | 88 | 168 | ★ | Current Park and Charge project is planned to be completed by end June 2022. Currently 14 (of 20) car parks have been opened for public use. Work on Local EV Infrastructure (LEVI) grant application involving all district and city councils is well advanced. Plan is for a further c.15 car parks to have EV infrastructure installed. Note central government grants for EV infrastructure is limited this year; the LEVI funding is a pilot and limited to a total of £10M across 8-10 projects. Existing On street Residential Charging Scheme (ORCS) is being targeted at councils who haven't previously applied - OCC previously received £1.2M as part of Park and Charge project. LEVI application must be submitted by 17/06/22 and we should know whether we have been successful by September. | 260 | 254 | ★ |
| OCC01.09 Total % of household waste which is reused, recycled or composted | Bill Cotton | Cllr P Sudbury | 57.97% | 62.00% | ● | Waste performance is reported a month in arrears. The figure reported is for April and is the combined effort of OCC, Oxford City Council and the District Councils. Last year Oxfordshire was named the best performing county council waste disposal authority in England with a recycling rate of 59.5% and the Oxfordshire Resources and Waste Partnership (ORWP) have set an ambitious target to improve further. Achieving the recycling target is challenging and will require coordinated work by all partner councils across the ORWP. This is difficult to plan for while ORWP are waiting for the outcome of Government consultations on implementing the national Resources and Waste Strategy, particularly proposals to make collections consistent throughout the country, plus the implementation of a deposit return scheme and extended producer responsibility for packaging, all of which are expected to have significant impacts on waste streams and their management but may not be introduced until 2025. In the meantime much of the waste currently disposed of could be recycled and there is a need to continue to strive to drive out that material to secure environmental, climate and financial benefits. To help achieve this and reduce the amount of food waste put in residual waste bins, OCC with support from our composting contractor is carrying out a targeted food waste door stepping campaign across the county this summer which aims to increase participation in kerbside food waste collections. | 57.97% | 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 | 31/05/2022 |
|--------------------------------------------|------------|
| OCC02 - Tackle inequalities in Oxfordshire | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC02.02 No of active borrowers (library members who have borrowed at least one item a year) | Mark Haynes | Cllr J Hannaby | 58,413.00 | 53,000.00 | ★ | Excellent progress is being made against this target, which is reflective of the efforts being made across the service to 'get back to normal' following the pandemic. A significant range of customer engagement activity (displays, events) has been organised/stood back up by local staff; new initiatives, such as the BIPC, have been launched; and additional content (eBooks / eAudio) has benefited from an injection of 'COVID' funding, which in turn has led to a sustained growth in borrowing in this area. | 115,835.00 | 103,000.00 | ★ |
| OCC02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre) | Mark Haynes | Cllr J Hannaby | 144,822.00 | 113,000.00 | ★ | History Service figure was 60% above target, mainly due to a larger than average number of visits to Picture Oxon historic images' web pages. The Museum Service's successful campaign to tweet an archaeological object from every parish in the County has ended, resulting in a major reduction in engagement in May. The service has also adopted a tighter definition of 'engagement' in respect of social media which will reduce its forecast performance figures by approximately 40% for the remainder of the year. Victoria County History figure was 4% below target. | 264,871.00 | 226,000.00 | ★ |
| OCC02.04 Number of physical visits to Libraries | Mark Haynes | Cllr J Hannaby | 129,447.00 | 160,000.00 | ▲ | Visits to libraries continue to increase month-on-month, and May 2022 represents another high watermark for library visits post COVID. Numbers have fallen slightly below target. Efforts continue to encourage customers back into libraries, with library staff developing an exciting programme of activities, including for the Summer Reading Challenge. | 244,179.00 | 310,000.00 | ▲ |
| OCC02.10 No of people contacted via Making Every Conversation Count | Mark Haynes | Cllr J Hannaby | 528.00 | 300.00 | ★ | Following a review of reporting in this area in January 2022, renewed attention has been made on accurate recording of MECC conversations, which is partly behind the strong performance in this area (i.e. improved tracking). Added to which, Health and Wellbeing has been set as a service priority via the Libraries and Heritage strategy and the supporting Service Delivery Plan, which has been backed up by recent management briefings across Libraries (May 2022) on these priorities and what local staff can do to support our impact in this area. | 899.00 | 600.00 | ★ |

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 | 31/05/2022 |
|----------------------------------------------------------|------------|
| OCC03 - Prioritise the health and wellbeing of residents | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC03.05 Number of library issues (books, DVD, CD's, E-books) | Mark Haynes | Cllr J Hannaby | 258,586.00 | 260,000.00 | ★ | Performance is recovering after the pandemic at a pleasing rate, and a lot of effort is being targeted at displays (e.g. LGBTQ+, Jubilee) and 're-engagement' with a focus on bringing activities (story times, class visits etc.) back into libraries - all Library Managers have been given this as an objective via our 12:3:2 process and have had a recent away day to discuss this. | 515,395.00 | 510,000.00 | ★ |
| OCC03.06 Digital engagement with library services | Mark Haynes | Cllr J Hannaby | 117,724.00 | 115,000.00 | ★ | The way digital engagement is to be accounted for has been modified for this particular metric so as to make it a more meaningful and a more accurate reflection of performance. A new target will be considered in due course once a trend has been set over the first quarter. | 237,510.00 | 230,000.00 | ★ |
| OCC03.14 No of physical visits to Heritage services | Mark Haynes | Cllr J Hannaby | 8,915.00 | 8,375.00 | ★ | Museum Service's in person visits and engagements with schools and communities continues to recover post COVID. History Service figure was 6% above target, partly due to a successful Film Oxford students' visit. Victoria County History figure was 7% below target and comprises a single talk at Iffley. | 17,465.00 | 16,050.00 | ★ |

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 | 31/05/2022 |
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| OCC04 - Support carers and the social care system | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC04.01 No of people supported with on-going care | Karen Fuller | Cllr T Bearder | 6,228.00 | | n/a | 6228 people are supported in long term care. We are supporting people in a different way as part of the Oxfordshire Way. This includes encouraging greater resilience within our communities; working positively with partner organisations and communities to enable people to be more independent and grow their social connections. This has meant that the number of people supported in long term care in the last 2 years has grown by less than the expected demographic pressure in social care. Monitoring only, agreed data gathering for 2022/23. | 6,228.00 | | n/a |
| OCC04.02 % of residents aged 18-64 with Learning Disability support who live on their own or with family | Karen Fuller | Cllr T Bearder | 87.80% | 86.00% | ★ | We believe that most people want to live in their own home wherever possible. 87.9% of adults aged 18-64 with a learning disability supported by adult social care are supported to live in their home. This compares with the latest published national figure of 78.3%. Of the 151 local authorities Oxfordshire's performance was the 27th best in the country. | 87.80% | 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 | 22.00% | 22.00% | ★ | 22% of people supported with long term care at home, receive a direct payment. This gives them more choice and control over their care. This compares to the latest national figure of 15% and out of 151 authorities Oxfordshire had the 19th highest level of performance. | 22.00% | 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 | 39.20% | 40.00% | ● | 39% of people under 65 supported with long term care at home, receive a direct payment. This is just above the national average of 38%. We continue to offer direct payments to people in receipt of services to ensure everyone who wishes to use this service is able to do so. | 39.20% | 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 | 59.40% | 60.00% | ● | We believe that most people want to live in their own home wherever possible. 59.4% of adults aged 65 or over supported by adult social care are supported to live in their home. This compares with the latest published national figure of 63%. The figure is rising marginally and we continue to develop services to support people at home including home care, extra care housing and direct payments. The number of new placements into care homes remains better (lower) than target but given that people can live on average for over 2 years in a care home this measure will take some time to move. | 59.40% | 60.00% | ● |
| OCC04.06 No of residents who have received a formal assessment of their role as a Carer | Karen Fuller | Cllr T Bearder | 608.00 | | n/a | We want to support carers to carry on carrying for as long as they feel able. We help to support them by assessing their needs, offering information and advice and on occasions with one off direct payments. In May we assessed 608 informal carers; 80% more than last May. Monitoring only, agreed data gathering for 2022/23. | 1,034.00 | | n/a |
| OCC04.07 No of Carers who have received a direct payment | Karen Fuller | Cllr T Bearder | 217.00 | | n/a | To help informal support informal carers we offer one-off direct payments. So far this year we have supported 217 carers with a direct payment. Monitoring only, agreed data gathering for 2022/23. | 319.00 | | n/a |
| OCC04.08 No of visits to Live Well Oxfordshire | Karen Fuller | Cllr T Bearder | 5,865.00 | 5,450.00 | ★ | 5685 visits to Live Well Oxfordshire reflecting people proactively making their own changes as they have choice and control through the website. | 11,429.00 | 10,900.00 | ★ |

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 | 31/05/2022 |
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| OCC05 - Invest in an inclusive, integrated and sustainable transport network | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC05.01 No of students who have successfully completed a travel model shift | Bill Cotton | Cllr A Gant | 281.00 | 260.00 | ★ | Increase in numbers due to more parents/carers accepting Direct Travel Payments. One student has been trained. | 556.00 | 510.00 | ★ |
| OCC05.02 % of contracted seats designated to school children | Bill Cotton | Cllr A Gant | 75.44% | 75.00% | ★ | A slight drop in seat usage, probably due to some school children leaving after exams | 75.67% | 75.00% | ★ |
| OCC05.03 3 Highway resurfaced | Bill Cotton | Cllr A Gant | 78.20km | 73.50km | ★ | The annual plan target for 2022 total surfacing programme has been firmed up so far as 115.3 km (2.58% of the network (excluding patching). The Micro-Asphalt programme is due to be discussed on Friday 24th June and there will be an agreement on the expected km target (%) increase this programme will bring about. Including the Micro-Asphalt programme, the final overall surface programme target is expected to be similar to the 2021 programme at 135 km (3%). As at 31st May '22, 78.2 km (1.7%) of the network has been treated and is slightly above the expected target. | 91.70 | 86.20 | ★ |

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 | 31/05/2022 |
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| OCC07 - Create opportunities for children and young people to reach their full potential | ▲ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC07.01 Number of contacts into the MASH | Kevin Gordon | Cllr L Brighouse | 2,817.00 | 1,516.00 | ▲ | In 20/21 the number of contacts into the MASH rose by 35%. In 21/22 they rose again by 18%. In the first two months of this year there have been 4848 contacts. This is a 3% increase on the same period last year. Demand is being managed by additional temporary staff. We are reviewing activity in the MASH to see what can be managed elsewhere | 4,848.00 | 3,032.00 | ▲ |
| OCC07.02 Number of early help assessments | Kevin Gordon | Cllr L Brighouse | 99.00 | 356.00 | ▲ | As part of the Early Help Strategy, the Children's Trust has set an ambitious target to increase the number of Early Help Assessments to 5000 this year from 2732 in 2021/22. We are currently agreeing targets for different agencies. You are currently more than twice as likely to be assessed by social care than have an early help assessment. We want to flip this round. There is evidence of avoidable demand in the system which is not in the best interest of children and families | 236.00 | 597.00 | ● |
| OCC07.03 Number of early help assessments completed by health visitors | Kevin Gordon | Cllr L Brighouse | 7.00 | 67.00 | ▲ | | 9.00 | 134.00 | ▲ |
| OCC07.04 Number of social care assessments | Kevin Gordon | Cllr L Brighouse | 642.00 | | n/a | 1194 social care assessments have been started in 2 months. Currently around a half of social care assessments do not lead to a social care plan. We are working to reduce this by risk assessing the and reducing the number of assessments completed which do not result in a social care plan and offering these children and families early help assessments instead. Monitoring only, agreed data gathering for 2022/23. | 1,194.00 | | n/a |
| OCC07.05 No of children we care for who are Unaccompanied Asylum Seeking Children | Kevin Gordon | Cllr L Brighouse | 2.00 | 4.00 | ● | The council is committed to housing 103 unaccompanied children and young people by March 2023 as part of the national transfer scheme. | 61.00 | 66.00 | ● |
| OCC07.06 No of children we care for (excluding Unaccompanied Children) | Kevin Gordon | Cllr L Brighouse | 794.00 | 750.00 | ▲ | The number of children we care for continues to rise, but we remain below the national rate. We had expected the numbers to fall with the implementation of family solutions plus model, but this has not yet happened. We have seen an increase in younger children becoming looked after which may reflect the impact of the pandemic, where we have seen a higher level of need was much higher in presenting cases. There has been a slowdown in the rate children leave the cared for system both locally and nationally which may also reflect the documented delays in courts. | 794.00 | 750.00 | ▲ |
| OCC07.07 Number of child protection plans | Kevin Gordon | Cllr L Brighouse | 533.00 | 550.00 | ★ | In 2020/21 we saw a sharp drop in children the subject of child protection plans to 450. This rose in 2021/22, but as started to drop again and is better than target. The figure is still 200 fewer than 3 years ago. Only 14% are subject to a plan for more than 12 months and only 8 children for 2 more than years. | 1,089.00 | 1,100.00 | ▲ |
| OCC07.10 % of Education Health & Care Plans completed within 20 weeks | Kevin Gordon | Cllr L Brighouse | 16.00% | 60.00% | ▲ | Education Psychologist Service delays still significant which impact on the ability to meet the 20 week deadline. | 16.50% | 60.00% | ▲ |
| OCC07.11 Monitor the number of children with an Education, Health and Care Plan | Kevin Gordon | Cllr L Brighouse | 5,290.00 | | n/a | Monitoring only, agreed data gathering for 2022/23. | 10,407.00 | | 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 | 31/05/2022 |
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| OCC09 - Work with local businesses and partners for environmental, economic and social benefit | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire | Tim Spiers | Cllr D Enright | 4.00 | 2.00 | ★ | We have submitted 4 bids for EV infrastructure investment and 2nd phase Innovate UK bids. | 7.00 | 4.00 | ★ |
| OCC09.05 No of new Community Micro Enterprises supporting people in the community | Karen Fuller | Cllr T Bearder | 2.00 | 2.00 | ★ | To help encourage greater resilience within our communities 54 community micro enterprises have supported 915 people in their communities by helping to provide the assets to enable people to live well and safely in their community. | 4.00 | 4.00 | ★ |

Running the business

| Status of Indicators | 31/05/2022 |
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| OCC10 - Customer Service | ▲ |
| OCC11 - Finance | ● |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
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| OCC10.01 % of Statutory Complaints (Stage1 or 2) responded to outside the response time | Mark Haynes | Cllr G Philips | | 5.00% | ? | This information will not be available until June due to system implementation | | 5.00% | ? |
| OCC10.02 % of Corporate Complaints (Stage1 and 2) responded to outside of the response time | Mark Haynes | Cllr G Philips | | 5.00% | ? | This information will not be available until June due to system implementation | | 5.00% | ? |
| OCC10.03 Achieve a high level of customer satisfaction across all channels in the CSC | Mark Haynes | Cllr G Philips | 57% | 65% | ▲ | <p>Latest satisfaction survey – May – 158 customers surveyed out of 13,753 calls received, which was 1.14%</p> <p>56.7% of customers were satisfied with the service they received</p> <p>60.5% of customers were satisfied with the adviser they spoke to.</p> <p>Additional Customer Satisfaction measures are going to be used in order to produce this measure and increase the overall satisfaction of our customers. An options paper has been submitted to the Director of Customer Experience & Cultural Services and a project group has been set up to implement the recommendations - this includes short term/quick wins and a longer term vision.</p> | 62% | 65% | ● |
| OCC10.04 Resolve customer enquiries received through the telephony channels at the first point of contact | Mark Haynes | Cllr G Philips | 75% | 75% | ★ | <p>For May, across inbound phones & webchat, First Contact Resolution was: 75% of calls answered were resolved at first point of contact.</p> <p>81.8% of webchats answered were resolved at first point of contact.</p> <p>The First Contact Resolution (FCR) has been implemented into the Customer Service Centre telephony platform, making it a mandatory requirement for advisors when completing their contact, which has seen an increase in numbers.</p> <p>In May, 26% of inbound phones were recorded on our Service Improvement Log (SIL) by all areas of the Customer Service Centre, resulting in the FCR target.</p> | 77% | 75% | ★ |
| OCC10.05 No of telephone calls to CSC abandoned | Mark Haynes | Cllr G Philips | 13.10% | 10.00% | ● | <p>During May, the Customer Service Centre received 13,753 inbound calls, up 14.7% against April. Compared to May 2021, they are up by 5.5%.</p> <p>The abandonment rate was down to 13.2%, compared to 14.2% in April. Compared to May 2021, it is down 0.75%</p> <p>We also dealt with 347 webchats across seven service areas of our website. We also dealt with 13 social media contacts from the official OCC Twitter & Facebook pages.</p> | 13.60% | 10.00% | ● |
| OCC10.06 Overall customer satisfaction rates for standard Registration Service | Mark Haynes | Cllr G Philips | 98% | 95% | ★ | <p>Overall customer satisfaction remained high at 98% in May. Some of the comments received from customers:</p> <p>The Registrars who conducted our service were excellent. Professional, personable, competent and fun. They really put us at our ease and were a credit to your Registration Services.</p> <p>The registrar was fantastic! Very professional and funny too.</p> <p>I was unavoidably a little late and the staff agreed to see me and were very gracious and professional. An excellent service.</p> | 98% | 95% | ★ |
| OCC11.01 Overall forecast revenue variance across the Council | Lorna Baxter | Cllr C Miller | 0.80% | 0.00% | ★ | <p>The overall forecast variation for the council is £4.4m or 0.8% of the budget. This includes a £5.5m forecast overspend for Children's Services offset by additional interest expected to be received on balances held by the council.</p> <p>The Directorate position is an overspend £9.1m (in Children's Services) which equates to 1.8%. This could be partly offset by using the contingency budget held corporately.</p> | 0.40% | 0.00% | |

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| OCC11.02 Achievement of planned savings | Lorna Baxter | Cllr C Miller | 68.00% | 95.00% | ▲ | <p>The 2022/23 budget agreed includes planned directorate savings of £17.4m. 68% of these are currently on track to be delivered in year compared to a target of 95% set out in the budget agreed in February 2022. £1.7m savings assessed as red relate to street lighting and a further £1.4m transformation savings in Commercial Development, Assets and Investment for Property Services are not expected to be achieved. There are also £1.5m savings in Children's and £0.8m in Commercial Development, Assets and Investment assessed as amber.</p> <p>The impact of the anticipated delivery of the savings is built into the forecast for each directorate.</p> <p>The 2022/23 budget includes £17.1m savings. 72% are on track to be delivered in year. £1.7m is Red relating to savings in Street Lighting. Environment & Place is forecasting a year end breakeven position so this pressure is being met by underspends elsewhere within the service. There are £3m Amber savings split jointly between Children's and CDAL.</p> | 81.50% | 95.00% | |
| OCC11.03 General balances are forecast to remain at or above the risk assessed level | Lorna Baxter | Cllr C Miller | £32,300,000 | £28,900,000 | ★ | <p>General Balances were £39.2m as at 31 March 2022 and will reduce to £37.2m after taking account of a budgeted contribution of £1.0m and the agreed use of £3.0m to support help meet the costs of the 20 MPH Speed Limit Programme and the Zero Emission Buses Regional Areas in the capital programme. £0.5m one – off funding for the schools' condition survey has also been agreed to be met from balances. After taking account of the forecast overspend of £4.4m, the total balance will reduce to £32.3m which is £3.4m above the risk assessed level.</p> | £71,500,000 | £57,800,000 | ★ |
| OCC11.05 Directorates deliver services and achieve planned performance within agreed budget | Lorna Baxter | Cllr C Miller | 1.1% | 1.0% | ▲ | <p>The forecast directorate overspend of £5.5m (or 1.1% of the budget) relates to Children's Services which is managing significant pressures reflecting the need for agency social workers to fill vacancies within the front-line social care teams plus an increase in the forecast cost of placements for children that the council cares for.</p> | 1.1% | 1.0% | |
| OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services | Lorna Baxter | Cllr C Miller | 0.00% | 0.00% | ★ | <p>Assume all Dedicated Schools Grant will be spent in year</p> | 0.00% | 0.00% | ★ |
| OCC11.07 Use of non-DSG revenue grant funding | Lorna Baxter | Cllr C Miller | 95.00% | 95.00% | ★ | <p>All non-DSG grants are expected to be spent during 2022/23.</p> | 95.00% | 95.00% | ★ |
| OCC11.08 % of agreed invoices paid within 30 days | Lorna Baxter | Cllr C Miller | 93.73% | 95.00% | ● | <p>This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by Oxfordshire's Social Care Payments team via the social care finance systems. Social Care invoices account for 30% of invoices paid this month.</p> <p>In April 96.75% of invoices were paid on time, in May this dropped to 93.73%, below the target of 95%. 95.08% of invoices processed via the self-service portal were paid, invoices processed by Oxfordshire's Social Care Payments team were slightly under target at 94.84%.</p> | 95.24% | 95.00% | ★ |
| OCC11.09 Invoice collection rate - Corporate Debtors | Lorna Baxter | Cllr C Miller | 96.27% | 95.00% | ★ | <p>This measure identifies the percentage of invoices issued by Oxfordshire that have been paid within 120 days; by 120 days all standard recovery effort should have been completed and the invoice referred to the Corporate Senior Recovery officer if not paid.</p> <p>In this period we are measuring invoices issued in February 2022. The collection rate, based on invoice volumes, is 96.3%, 1.3% above target and above the 2021-22 average. The collection rate, based on value, is 97.1%.</p> | 96.76% | 95.00% | ★ |
| OCC11.10 Debt requiring impairment - Corporate Debtors | Lorna Baxter | Cllr C Miller | £344,918 | £300,000 | ★ | <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. Debt requiring impairment this month is £0.34m, £0.01m above target. The top two cases account for 30% of the total bad debt and are being managed with the service.</p> | £344,918 | £600,000 | ★ |
| OCC11.11 Debt requiring impairment - ASC contribution debtors | Lorna Baxter | Cllr C Miller | £4,071,612 | £2,500,000 | ▲ | <p>In 2021-22 the trailing impacts of Covid-19 had a significant effect on the means tested social care contributions bad debt and a £1million top up to the impairment was required. In quarter four of 2021-22 the Adults directorate with support from Finance created a 18 month plan to address the levels of bad debt; additional resources have been brought in and a multi skilled task group has been assembled to ring-fence and clear the bad debt cases over the next 12 to 18 months. The task group went live in May 2022, reductions to bad debt are not expected until quarter three of 2022-23 onwards as the task group establish working arrangements, assess and prioritise the caseload and commence recovery activity.</p> | £8,103,079 | £5,000,000 | |
| OCC11.12 Average cash balance compared to forecast average cash balance | Lorna Baxter | Cllr C Miller | £460,576,000 | £442,000,000 | ★ | | £460,576,000 | £442,000,000 | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | YTD | YTD Target | YTD |
|--------------------------------------------------------------------------|--------------|------------------|---------------|---------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------|-----|
| OCC11.13 Average interest rate achieved on in-house investment portfolio | Lorna Baxter | Cllr C Miller | 0.72% | 0.35% | ★ | The forecast average return was based on an average bank of England Base Rate of 0.35%. Bank of England Base Rate started the year at 0.50% and is only likely to increase, therefore the average return will be significantly above the original budgeted forecast. | 0.72% | 0.35% | ★ |
| OCC11.14 Average annualised return achieved for externally managed funds | Lorna Baxter | Cllr C Miller | 3.75% | 3.75% | ★ | | 3.75% | 3.75% | ★ |
| OCC11.15 Invoice Collection Rate - ASC contribution debtors | Lorna Baxter | Cllr C Miller | 89.32% | 92.00% | ● | The 120-day invoice collection rate has dropped marginally from 89.9% to 89.3% and remains below the 92% target. Direct debit collection rates increased in quarter 4 of 2021-22 and we would expect that to translate into some improvement from next month. As previously reported, reworked reminder communications are being developed by our partners to improve responses to reminder letters and should have a direct impact on collection rates. However, they are pending partner wide agreement and IT allocation to implement and are not expected until Autumn 2022 at the earliest. | 89.59% | 92.00% | ● |