

	A	B	D	E	F	G	H	I	J	K	L	M	N	
1	ORGANISATIONAL HEALTH													
2	PI No.	Indicator	2018/19	2019/20	2020/21	2021/22	2022/23	Yearly trend-line	2023/24 Q1	Better to be	Notes on measure (cumulative / quarterly / rolling), targets (annual / quarterly / longer-term & rationale) and benchmarking	Performance Commentary	If underperforming: Reasons for underperformance and mitigating actions	
3	Manage our budget effectively and efficiently													
4	R1	Successful management of approved General Fund budget (General Fund Forecast Outturn Variance from Balanced Budget £m)	-5.5	-8.4	-1.1	-2.1	0		-7.2	↓	Measure: Each quarter is an estimated year-end position, updated as the financial year progresses. ('-' = underspend; '+' = overspend) Target: Above (-£0m) Target rationale: Break even.	Significant gross overspend of £12.2m before applying the £5m Inflation, Energy and Demand Contingency, to bring the net overspend down to £7.2m. There are outstanding risks in particular around the 2023/24 pay award which could worsen the estimated outturn financial position.	Majority of overspend is split between Adult Social Care, Environment and Climate Change, and Children and Young People. Key adverse variances as follows: Adults +£2.070m due to the unavailability of beds in care homes. Environment and Climate Change +£4.000m shortfall in income in the Parking account. Children and Young People: +£0.670m due to growth in personal travel budgets in the SEND transport budget. Small corporate underspend at this stage of the financial year linked to levies budget. Application of Inflation, Energy and Demand contingency to offset the overall gross outturn overspend.	
5	R2	Non-ringfenced reserves as % of net revenue expenditure	New measure: Being calculated	for previous years.	To be completed for Q2	85%				N/A	Measure: Annual, reported in Q4 as accounts close Benchmark: 78.6% (Oflog, median of CIPFA neighbours, 2021/2022)			
6	R3	Non-ringfenced reserves as % of service spend	New measure: Being calculated	for previous years.	To be completed for Q2	62.6%				N/A	Measure: Annual, reported in Q4 as accounts close Benchmark: 63.3% (Oflog, median of CIPFA neighbours, 2021/22)			
7	R4	Social care spend as % of core spending power	New measure: Being calculated	for previous years.	To be completed for Q2	78%				↓	Measure: Annual, reported in Q4 as accounts close. Core spending power for 23/24 = £290.061m Benchmark: 62.1% (Oflog, median of CIPFA neighbours, 2021/22)			
8	R5	Debt servicing as % of core spending power (Total interest paid and accrued on debt year to date (£m) / annual core spending power)	New measure: Being calculated	for previous years.	To be completed for Q2	6.9%			1.2%	↓	Measure: Total interest paid and accrued on treasury debt year to date (£m) / annual core spending power. Core spending power for 23/24 = £290.061m Benchmark: 8.5% 2021/22 (median of CIPFA nearest neighbours, Oflog)	This is a new measure and Q1 provides the baseline. £3.383m from Treasury		
9	R6	Total debt as % of core spending power (short + long term debt outstanding at quarter end (£m) / annual core spending power)	New measure: Being calculated	for previous years.	To be completed for Q2	268.3%			88.8%	↓	Measure: Short + long term treasury debt outstanding at Q end (£m) / annual core spending power. Core spending power for 23/24 = £290.061m Benchmark: 248.4% 2021/22 (median of CIPFA nearest neighbours, Oflog)	This is a new measure and Q1 provides the baseline £257.6m from Treasury		
10	R7	Treasury investments: Compliance with required prudential and treasury management indicators (eg. debt levels and exposure to credit risk, liquidity risk, interest rate risk and refinancing risk)				100%		N/A	N/A	↑	Measure: Numbers of indicators with which we are compliant (total of 6 indicators) Target: 6 (100%) Target rationale: Aiming for 100% compliance	(Any areas of non-compliance to be described in the commentary) (Latest report October 2022) (date of next report due)		
11	R8	Percentage of council tax collected in year.	96.1%	95.3%	93.7%	94.1%	94.4%		25.8%	↑	Measure: Cumulative; current Q is an estimate Annual target: 95.3% by 31st March 2024 Profiled targets: Q1:25.3%, Q2:49.1%; Q3:72.5%; Q4:95.3% Target rationale: Targets are the collection rates achieved in 2019/20 (last FY before COVID). Benchmark: 94.8% (LG Inform, mean of London boroughs, 2022/23)	We are broadly on track to meet our year-end target		
12	R9	Percentage of business rates collected in year	96.6%	96.7%	93.0%	93.6%	94.6%		33.2%	↑	Measure: Cumulative; current Q is an estimate Annual target: 96.7% by 31st March 2024 Profiled targets: Q1:26.2%; Q2:52.8%; Q3:76.1%; Q4:96.7% Target rationale: Annual and profiled targets are the collection rates achieved in 2019/20 (the last FY before COVID). Benchmark: 91.1% (DLUHC/ONS, mean for Inner London boroughs, 2021/22)	We are broadly on track to meet our year-end target. Substantial payments that we would not typically expect until Q2 or Q3 have already been received during Q1. For this reason collection is significantly higher than profiled. The early impact of these payments on our profiled targets will be eliminated by Q3.		
13	R10	Percentage of invoices from local suppliers paid within 10 days	No data	No data	No data	No data	87%		N/A	91%	↑	Measure: Quarterly Target: 90% Target rationale: Ambitious yet achievable.		
14	Harness digital technology for the benefit of residents and staff													
15	R11	Number of successful cyber attacks	No data	No data	No data	No data	0		N/A	0	↓	Measure: Quarterly Target: 0 Target rationale: Aim is to prevent all cyber attacks	There were no successful cyber attacks this quarter.	N/A
16	R12	Number of priority 1 incidents per quarter which typically affect more than 100 staff or residents or significantly impairs applications or access. Annual figure is average for the year.	N/A	N/A	14	15	18		10	↓	Measure: Number of outages per quarter. Annual figure is the average over all quarters. Quarterly target: under 10	Averaging around 5 per month for the last quarter. As with last quarter most were caused by hosted platforms and infrastructure. We continue to work with our suppliers to review and understand their SLA's for dealing with outages. 4 of these P1s related to a repeating problem with printing - while resolved quickly it took several attempts to identify a solution to mitigate the issue going forward.	N/A	
17	Make sure our workforce is diverse, skilled and highly motivated													
18	R13	Average number of days lost per year through sickness absence per employee (in previous 12 month rolling period)	10.8	10.7	7.4	8.0	8.6		9.8	↓	Measure: Rolling 12 month period. Target: 7.5 days (not adjusted to account for Covid absence). The target has not been adjusted to account for Covid sickness Benchmark: London Councils 2020/21 average 8.53 days (Councils' ranges are 3.93-12.8 days). CIPD Average days lost to sickness is 8.4 days. Target rationale: [A legacy target, pre-dating 2020]	Our sickness absence measure has been calculated this quarter using a different methodology to be consistent with the London Council benchmark but is therefore not directly comparable with our previous periods. In Q1, we lost an average of 9.79 days per employee due to sickness (London Councils' average in 2022/23: 9.77 days). This puts LBI in the third quartile for all London councils and second quartile for inner London boroughs. The main causes of sickness remain consistent: musculoskeletal, other and mental health related absences.	As the calculation for determining sickness absence has been changed and with absence days at 9.79, HR will be doing further in-depth analysis of our sickness absence over the next few months.	

