			Adult Soc	ial Care	
	Current Target	2011-12	2015-16	2016-17	
	£	£	£	£	
Volume of Invoices Raised		52,126	47,378	48,900	
Value of Invoices Raised		62,355,827	74,073,803	67,416,953	
Average Service Invoice Value		1,196	1,563	1,379	
*Year End Debt - 4-6 Months	340,000	196,075	543,996	582,439	
*Year End Debt 6 Months+	920,000	541,586	1,929,378	2,035,980	
*Total Debt > 90 Days	1,260,000	737,661	2,473,373	2,618,419	
		Г	Childrens & Families		
	Current Target	2011-12	2015-16	2016-17	
	£	£	£	£	
Volume of Invoices Raised		13,128	13,745	15,65	
Value of Invoices Raised		48,584,520	42,484,583	42,345,13	
Average Service Invoice Value		3,701	3,091	2,70	
*Year End Debt - 4-6 Months	30,000	21,561	46,299	51,78	
*Year End Debt 6 Months+	30,000	7,079	20,525	34,85	
*Total Debt > 90 Days	60,000	28,640	66,823	86,63	
			Environment Services		
	Current	2011-12	2015-16		
	Target	2011 12	2013-10	2016-17	
	Target £	£	£	2016-17 £	
Volume of Invoices Raised				£	
Volume of Invoices Raised Value of Invoices Raised		£	£	£ 2,44	
		£ 2,291	£ 2,245	£ 2,440 13,495,890	
Value of Invoices Raised		£ 2,291 17,347,505	£ 2,245 10,019,947	£ 2,44 13,495,89 5,53	
Value of Invoices Raised Average Service Invoice Value	£	£ 2,291 17,347,505 7,572	£ 2,245 10,019,947 4,463	£ 2,440 13,495,890 5,53 50,410	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months	20,000	£ 2,291 17,347,505 7,572 15,609	£ 2,245 10,019,947 4,463 81,601	£ 2,440 13,495,890 5,53 50,410 52,520	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+	£ 20,000 10,000	£ 2,291 17,347,505 7,572 15,609 172,398	£ 2,245 10,019,947 4,463 81,601 31,542 113,144	£ 2,440 13,495,890 5,53 50,410 52,520 102,930	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+	£ 20,000 10,000	£ 2,291 17,347,505 7,572 15,609 172,398	£ 2,245 10,019,947 4,463 81,601 31,542	£ 2,440 13,495,890 5,53 50,410 52,520 102,930	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+	20,000 10,000 30,000	£ 2,291 17,347,505 7,572 15,609 172,398 188,007	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate	£ 2,440 13,495,890 5,53 50,410 52,520 102,930 Services	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+	20,000 10,000 30,000 Current Target	£ 2,291 17,347,505 7,572 15,609 172,398 188,007	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 9 2015-16	£ 2,44(13,495,89(5,53) 50,41(52,52(102,93(Services 2016-17 £	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days	20,000 10,000 30,000 Current Target	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate \$ 2015-16 £	£ 2,44(13,495,89(5,53: 50,41(52,52(102,93(Services 2016-17 £ 2,53:	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days Volume of Invoices Raised	20,000 10,000 30,000 Current Target	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £ 2,827	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 9 2015-16 £ 2,648	£ 2,44 13,495,89 5,53 50,41 52,52 102,93 Services 2016-17 £ 2,53 49,525,70	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days Volume of Invoices Raised Value of Invoices Raised	20,000 10,000 30,000 Current Target	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £ 2,827 37,170,399	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 2015-16 £ 2,648 58,091,155	£ 2,44 13,495,89 5,53 50,41 52,52 102,93 Services 2016-17 £ 2,53 49,525,70 19,56	
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days Volume of Invoices Raised Value of Invoices Raised Average Service Invoice Value	£ 20,000 10,000 30,000 Current Target £	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £ 2,827 37,170,399 13,148	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 5 2015-16 £ 2,648 58,091,155 21,938	£ 2,44(13,495,89(5,53) 50,41(52,52(102,93(Services 2016-17 £ 2,53(49,525,70(19,56(106,35(
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days Volume of Invoices Raised Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months	£ 20,000 10,000 30,000 Current Target £ 20,000	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £ 2,827 37,170,399 13,148 140,058	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 2015-16 £ 2,648 58,091,155 21,938 56,991	£ 2,44(13,495,89(5,53) 50,41(52,52(102,93(Services 2016-17 £ 2,53(49,525,70(19,56(106,35(98,89(
Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+ *Total Debt > 90 Days Volume of Invoices Raised Value of Invoices Raised Average Service Invoice Value *Year End Debt - 4-6 Months *Year End Debt 6 Months+	£ 20,000 10,000 30,000 Current Target £ 20,000 30,000	£ 2,291 17,347,505 7,572 15,609 172,398 188,007 2011-12 £ 2,827 37,170,399 13,148 140,058 2,665	£ 2,245 10,019,947 4,463 81,601 31,542 113,144 Corporate 5 2015-16 £ 2,648 58,091,155 21,938 56,991 51,233	£ 2,44(13,495,89(5,53) 50,41(52,52(102,93(Services 2016-17 £ 2,53(49,525,70(19,56(106,35(98,89(205,24(2,44(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(2,44(13,495,89(14,49	

	,	,	,	,
			Total	
	Current Target £	2011-12	2015-16	2016-17
		£	£	£
Volume of Invoices Raised		70,372	66,016	69,528
Value of Invoices Raised		165,458,250	184,669,488	172,783,679
Average Total Invoice Value		2,351	2,797	2,485
*Year End Debt - 4-6 Months	410,000	373,304	728,887	790,995
*Year End Debt 6 Months+	990,000	723,727	2,032,677	2,222,245
*Total Debt > 90 Days	1,570,000	1,097,031	2,761,564	3,013,240

^{*}Debt Figures Over 90 Days Taken from Year End Aged Debt by Directorate Reports & Exclude Payment Plan and Secured Charge Debts