



# Rutland County Council

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Oakham

**Meeting:** CABINET

**Date and Time:** Tuesday, 20 February 2018 at 10.00 am

**Venue:** COUNCIL CHAMBER, CATMOSE, OAKHAM,  
RUTLAND, LE15 6HP

**Governance:** Natasha Taylor 01572 720991  
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## QUARTER 3 REPORTS

**7) QUARTER 3 FINANCIAL MANAGEMENT REPORT**

Report No. 32/2018  
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**8) QUARTER 3 PERFORMANCE MANAGEMENT REPORT**

Report No. 12/2018  
(Pages 21 - 50)

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**CABINET**

20 February 2018

**QUARTER 3 FINANCIAL MANAGEMENT REPORT**

**Report of the Director for Resources**

Strategic Aim:	Sound financial and workforce planning	
Key Decision: Yes	Forward Plan Reference: FP/240817	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr G Brown - Portfolio Holder for Regulatory Services, Waste Management, Property Services, Culture & Leisure, Finance including Revenues and Benefits and Internal Audit.	
Contact Officer(s):	Debbie Mogg, Director for Resources	Tel: 01572 758358 dmogg@rutland.gov.uk
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Ward Councillors	N/A	

**DECISION RECOMMENDATIONS**

That Cabinet:

- i) Note the 2017/18 revenue and capital outturn position as at Quarter 3.
- ii) Approve the use of £8k from the Highways earmarked reserve for use on sustainable drainage works as detailed in Appendix B.
- iii) Note the increase in Non Ringfenced grants of £26k as detailed in para 2.2.2.

**1 PURPOSE OF THE REPORT**

- 1.1 To inform Cabinet and all members of the full year forecast position as at Quarter 3 for 2017/18 and to highlight issues that may impact on the Medium Term Financial Plan to enable them to maintain sound financial management of the Council's operations.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

### 2.1 Overall position

2.1.1 This reports sets out the latest financial position as at Quarter 3. It includes:

- A summary of the revenue budget forecast for 17/18 (2.2)
- Details of high risk/pressures (2.3)
- A summary of the capital budget forecast for 17/18 (2.4)
- Other updates (2.5)

### 2.2 2017/18 Revenue forecast

2.2.1 The current budget is that approved by Council/Cabinet as shown in the Quarter 2 Financial Management Report on 21<sup>st</sup> November 2017 (Report no. 191/2017) and subsequently amended as set out in Appendix B. The Council is forecasting a deficit of £758k compared to a budgeted deficit of £487k. The Council is in overall terms £271k over budget, a reduction of £11k since Q2.

	Ref	Revised Budget £000	Q2 Forecast Outturn £000	Q3 Forecast Outturn £000	Latest Forecast Year End Variance £000
People	A,B	17,689	17,956	17,662	(27)
Places		12,334	12,166	12,286	(48)
Resources		6,077	5,859	5,716	(361)
<b>Directorate Totals</b>		<b>36,100</b>	<b>35,981</b>	<b>35,664</b>	<b>(436)</b>
Pay Inflation		45	0	0	(45)
Social Care Contingency		70	0	0	(70)
Planning – One off Settlement		500	500	500	0
Corporate Headcount Saving	C	(121)	0	0	121
<b>Net Cost of Services</b>		<b>36,594</b>	<b>36,481</b>	<b>36,164</b>	<b>(430)</b>
Appropriations		(1,897)	(1,897)	(1,897)	0
Capital Financing		1,930	1,930	1,930	0
Interest Receivable	D	(180)	(220)	(230)	(50)
<b>Net Operating Expenditure</b>		<b>36,447</b>	<b>36,294</b>	<b>35,967</b>	<b>(480)</b>
Financing	E	(34,344)	(34,364)	(34,370)	(26)
Transfers to/(from) reserves	F	(1,616)	(1,161)	(839)	777
<b>(Surplus)/Deficit</b>		<b>487</b>	<b>769</b>	<b>758</b>	<b>271</b>
<b>General Fund 1 April 17</b>		<b>(9,634)</b>	<b>(9,634)</b>	<b>(9,634)</b>	<b>0</b>

	Ref	Revised Budget	Q2 Forecast Outturn	Q3 Forecast Outturn	Latest Forecast Year End Variance
		£000	£000	£000	£000
<b>General Fund 31 March 18</b>		<b>(9,147)</b>	<b>(8,865)</b>	<b>(8,876)</b>	<b>271</b>

2.2.2 Whilst the overall position is broadly in line with the forecast reported at Q2, there are some significant movements within the forecast. The key issues to note are:

- A At Directorate level the Council is forecasting an underspend of £436k compared to £100k at Q2. However, requests for budget carry forwards to 2018/19 have also increased to £777k. This means that if Directorates spent their budget this year the Council would be £341k overspent compared to £336k over at Q2;
- B There are 11 functional areas where forecast overspends are more than £25k over budget compared to 7 at Q2. Details are given in 2.3;
- C The budget includes a corporate saving on Headcount of £121k. Whilst no savings are recorded against this target, there are underspends as a result of staff vacancies included within the three Directorate overall forecasts.
- D Income received on investments has been better than predicted and is expected to exceed budget by £50k.
- E Additional grant income has been received of £26k. These include additional Education Services Grant (£7k more than anticipated), Lead Local Flood Authority (£3k), New Homes Bonus share of funds held back (£10k), New Burdens grant for Tobacco (£2k) and Council Tax Annexe grant (£4k).
- F The forecast includes underspends of £777k which will be requested to be carried forward at Q4. This includes underspends of £243k on ringfenced grants (such as Public Health, Better Care Fund and Planning Grants) which cannot be spent on anything else and will therefore have to be carried forward.

## 2.3 High risk/pressure areas

2.3.1 The forecast includes functions that are over and under spent by more than £25k and these are summarised in the table below:

Directorate	Within budget?	Ceilings > 25k overspent?			Ceilings > £25k underspent?			Requests for budget changes?
		Q1	Q2	Q3	Q1	Q2	Q3	
Places	Yes	2	1	4	2*	1*	1*	No

Resources	Yes	0	0	1	2*	3*	2*	No
People	Yes	3	6	6	5*	5*	6*	No

**\*Note:** Only underspends included where Directorates are not currently proposing to carry forward unused budget to next year

- 2.3.2 Where functional forecasts are projected to be more than £25k over budget, an explanation can be found in Appendix A. There is no request for additional budget in any area at Quarter 3 to enable the Council to keep clear visibility of where pressures exist.

Function	Amount Overspent	Further Detail Appendix A
<b>Peoples</b>		
Savings (Placements)	£90,000	A1
ASC Community Inclusion	£38,100	A2
ASC Support & Review - Homecare	£29,100	A3
Fostering and Adoption	£306,800	A4
Children with Disabilities	£172,300	A5
<b>Places</b>		
Development Control	£45,100	A7
Commissioned Transport	£49,700	A8
Waste Management	£25,700	A9
Property Services	£43,800	A10
<b>Resources</b>		
Legal & Governance	£75,200	A11

- 2.3.3 The proposed budget for 2018/19 has been reviewed in light of the Q3 position to ensure that there are no further pressures or savings that need to be taken into account. The review has concluded that there are no new pressures or savings which need to be reflected within the budget for next year.

## 2.4 Capital update

- 2.4.1 The Council's Capital programme is shown in the latest budget papers with a total project budget of £30.938m (Report No 8/2018).
- 2.4.2 There has been one change to the published Budget with Oakham Enterprise Park Phase 2a being approved on the 15<sup>th</sup> January 2018 by Full Council (Report No 170/2017). The approval of the £2.2m project is to facilitate the infrastructure works and construction of new buildings.

### 2.4.3 Key updates on major projects:

- Oakham Town Centre – No further works is expected on the project for 2018. The Council will be working together with Councillors, businesses and community representatives to review the Oakham Town Centre improvement scheme and how this would best support and deliver improvements to Oakham Town Centre.
- The King Centre – the first tenants moved into the King Centre week commencing 15<sup>th</sup> January. All work is expected to be completed by 31<sup>st</sup> March 2018.

## 2.5 Other updates

2.5.1 The Council is consulting on the 2018/19 Budget. The Budget Report includes various updates on funding changes and impacts.

## 3 CONSULTATION

3.1 Formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with all officers regarding pressures and forecasts.

## 4 ALTERNATIVE OPTIONS

4.1 Cabinet are requested to approve the use of £8k of the Highways earmarked reserve on sustainable drainage works. Cabinet can choose to approve or request that budget managers absorb the expenditure within existing budgets.

## 5 FINANCIAL IMPLICATIONS

5.1 The report highlights the impact of the forecast on the MTFP. General Fund balances will decrease by c£758k compared to £487k budgeted for if all recommendations are approved.

## 6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 Where Directors wish to increase a functional budget by over £100k OR they anticipate that the overall Directorate budget is likely to be overspent (there is no de-minimis level) they must seek approval in advance from Cabinet or Council for a virement to cover any increase.

6.2 There are two functions (Children with Disabilities and Fostering and Adoption) within the People Directorate that falls into this category and the Directorate as a whole is forecasting to underspend. The Director is not requesting to change the budget but this position has been addressed in the 2018/19 budget.

6.3 There are no legal implications arising from this report.

## 7 EQUALITY IMPACT ASSESSMENT

7.1 An Equality Impact Assessment (EqIA) has not been completed because there are no service, policy or organisational changes being proposed.

## **8 COMMUNITY SAFETY IMPLICATIONS**

8.1 There are no community safety implications.

## **9 HEALTH AND WELLBEING IMPLICATIONS**

9.1 There are no health and wellbeing implications.

## **10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

10.1 As the Council is required to make savings over the medium term, the Q1 position is positive as, despite a number of significant variances, the forecast is broadly in line with budget.

## **11 BACKGROUND PAPERS**

11.1 None

## **12 APPENDICES**

Appendix A: Key Variances

Appendix B: Budget changes

Appendix C: Directorate summaries

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.



## Appendix A: Adverse variances over £25k

This Appendix shows budgets where existing forecasts predict that they will be overspent by more than £25k.

Ref	Function	Reason for Overspend
A1	<b>Contract Savings</b>	The budget included a savings estimate of £150k on external placements for 2017/18. External consultants were appointed to review the placements in both children and adult services to find savings. The review has generated savings of c£60k but beyond that has indicated that there is very little scope for immediately reducing the cost of external placements further as the Council is already achieving value for money.
	Budget (£150k)	
	Forecast (£60k)	
A2	<b>ASC Community Inclusion</b>	In line with the aim of supporting people at home in their communities, a decision to invest in increased community outreach and inclusion from underspends elsewhere in the Directorate has resulted in some additional costs. The Budget has been realigned for 2018/19 to reflect the increase in costs on these preventative measures.
	Budget £758k	
	Forecast £796k	
A3	<b>ASC Support &amp; Review - Homecare</b>	Since budget setting when the average number of hours per week for Older People was 1,000, the actual activity has increased to an average of 1,300 hours per week reflecting the strategy of keeping people at home longer with more complex needs.
	Budget £1,332k	
	Forecast £1,361k	
A4	<b>Permanency &amp; Protection Service</b>	The Children Looked After budget is overspending due to an increase in costs associated with parental contact visits for children placed out of county.  Childrens Social Care staffing is overspent due to the need to use agency staff to cover vacant posts.
	Budget £457k	
	Forecast £491k	
A5	<b>Fostering &amp; Adoption</b>	The key reasons for this overspend are: <ul style="list-style-type: none"> <li>• Foster placement pressure arising from change of placement needs as well as an increase in numbers since the start of the year.</li> <li>• Residential placements were anticipated to reduce when the budget was set. Due to the needs of the individuals within these placements it has not been possible to identify suitable foster placements. However, one young</li> </ul>
	Budget £1,531k	

Ref	Function	Reason for Overspend
	Forecast £1,838k	<p>person has now returned home resulting in a reduction in the costs of approximately £10k per month.</p> <ul style="list-style-type: none"> <li>Increased use of Independent Fostering Agencies – Currently there are 41 children in care meaning that further use of IFA, in particular for sibling groups, has been required.</li> </ul> <p>The Directorate is currently looking at ways to encourage in house carers to take a 2nd/3rd child to reduce costs longer term. If agreed, this is likely to show dividends in Q4 or 2018/19.</p>
A6	<b>Early Intervention - Children with Disabilities</b>	<p>The key reasons for this overspend are:</p> <ul style="list-style-type: none"> <li>Staffing Costs - overspend as a result of use of agency staff to cover long term sickness.</li> <li>Changes to care packages – additional care packages for children not known about at the time of setting the budget as well as changes to existing care packages has resulted in increased costs.</li> </ul>
	Budget £1,150k	
	Forecast £1,322k	
A7	<b>Development Control</b>	<p>The reason for the overspend is as a result of the use of agency staff to cover maternity and paternity leave as well as backfilling for staff working on the procurement of replacement software for Development Control, Building Control and Land Charges as the current contract expires in June 2018.</p>
	Budget £185k	
	Forecast £230k	
A8	<b>Commissioned Transport</b>	<p>The reason for the overspend is due to increased numbers for both Children Looked After and SEN transport which has increased costs by £84k. This has been partly mitigated by a reduction in requirements for Adult Social Services transport of £37k.</p>
	Budget £1,464k	
	Forecast £1,514k	
A9	<b>Waste Management</b>	<p>Increased tonnages since Q2 and the delay in the implementation of green waste charges for additional bins has resulted in the overspend.</p>
	Budget £2,450	
	Forecast £2,475	

Ref	Function	Reason for Overspend
A10	<b>Property Services</b>	<p>The key reasons for this overspend are:</p> <ul style="list-style-type: none"> <li>• £39k from the delay in implementing the Facilities Management Contract to provide the cleaning and premises services for the Council. A £45k saving was built into the budget and will not be achieved in 2017/18 due to other pressures e.g. ROPE</li> <li>• £50k due to central maintenance covering reactive works and will include works on the Museum Roof, additional works to assets as a result of Winter Weather, Repairs to Church/Cemetery Walls and addressing issues identified in Fire Risk Assessments.</li> <li>• £38k that would normally be recharged to the Capital Programme but due to delays is unlikely to materialise.</li> <li>• £17k due to less demand for property support from schools as they convert to academies and make their own arrangements. It is unlikely to change as further schools go down the Academy route.</li> </ul>
	Budget £426k	
	Forecast £502k	
A11	<b>Legal &amp; Governance</b>	<p>The legal overspend is due to the increased demand for legal advice from Peterborough City Council, not available in house during the period the Head of Corporate Governance post was vacant. The rate of spend has decreased significantly since the post holder has been in place.</p>
	Budget £426k	
	Forecast £502k	

## Appendix B: Approved Budget Changes

This Appendix shows changes to functional budgets and other budget changes. In accordance with FPR's, Cabinet can approve virements in any functional budget of up to £250k in any one year to a cumulative value of £500k across all functions. Changes above £500k must be approved by Council on a recommendation from Cabinet. In approving requests, Cabinet or Council may agree the use of earmarked reserves (ER), use the General Fund (GF) or make virements between directorates.

For the purpose of the rules, Cabinet is allowed to use earmarked reserves (approved by Council) in an unlimited way as long as they are used for their intended purpose and is allowed to carry forward unused budget from one period to the next. Use of these reserves is not counted against the delegated limit for functional budget changes and is therefore shown separately (Cabinet Other).

Description	Source of Funding	Net Cost of Services £000	Capital Financing £000	Funding £000	Transfer to/(from) Reserves £000	Spend on Capital £'000	(Surplus)/Deficit £000	Cabinet* £500k Limit £000	Cabinet Other £000	Council £000	Ch Exec. s151 Officer £000
<b>Changes already made</b>											
Approved Budget (44/2017)		34,192	(172)	(33,731)	(270)	0	19				
Approved Budget at Q1 (111/2017)		35,930	(147)	(34,251)	(1,479)	0	53	67	1,198	126	545
Approved Budget at Q2 (191/2017)		36,575	(147)	(34,344)	(1,597)	0	487	67	1,378	626	569
<b>Changes awaiting approval</b>											
Sustainable Drainage (i)	ER	8			(8)		0		8		
Rutland Adult Learning & Skills service (ii)	ER	11			(11)		0				11
<b>Approved Budget at Q2</b>		<b>36,594</b>	<b>(147)</b>	<b>(34,344)</b>	<b>(1,616)</b>	<b>0</b>	<b>487</b>	<b>67</b>	<b>1,386</b>	<b>626</b>	<b>580</b>

- (i) At Q3 £8k funding is sought for Sustainable Drainage to cover works associated with Rutland Flood Risk Management plan from the Highways Reserve
- (ii) The Chief Executive has approved the use of s106 funding to support Rutland Adult Learning & Skills service with the purchase of equipment.

## Appendix C: Directorate summaries

### People Budget Monitoring Summary

More information can be found about significant variances by referring to either Appendix A (as directed) or the notes below.

Function	Outturn 2016/17	Approved Budget	Revised Budget	Q2 Forecast	Q3 Forecast	Q3 Variance to budget	App A / Notes Ref
Directorate Management Costs	1,782,567	1,573,500	1,429,300	1,439,400	1,438,900	9,600	
Business Intelligence	105,511	126,700	126,700	126,700	126,000	(700)	
Crime Prevention	138,534	157,000	237,500	242,700	235,400	(2,100)	
Savings	(157,000)	0	(150,000)	(60,000)	(60,000)	90,000	A1
<b>Total Directorate Costs</b>	<b>1,869,612</b>	<b>1,857,200</b>	<b>1,643,500</b>	<b>1,748,800</b>	<b>1,740,300</b>	<b>96,800</b>	
Public Health	1,257	67,400	67,400	70,600	48,800	(18,600)	
BCF Programme Support	79,050	72,800	158,000	151,200	149,900	(8,100)	
BCF Unified Prevention	234,181	310,200	395,000	380,900	323,000	(72,000)	
BCF Holistic Management of Health & Wellbeing	734,158	743,000	1,080,000	1,052,600	1,043,700	(36,300)	
BCF Hospital Flows	935,235	936,000	999,400	988,000	965,200	(34,200)	
<b>Adults and Health (Ringfenced)</b>	<b>1,983,881</b>	<b>2,129,400</b>	<b>2,699,800</b>	<b>2,643,300</b>	<b>2,530,600</b>	<b>(169,200)</b>	
Non BCF Contract and Procurement	593,848	422,200	572,200	538,300	529,500	(42,700)	(i)
ASC Community Inclusion	713,654	758,500	757,500	786,700	795,600	38,100	A2
ASC Prevention and Safeguarding	114,926	141,000	141,000	131,300	129,800	(11,200)	
ASC Prevention and Safeguarding - Staffing	462,752	461,400	412,400	413,200	412,500	100	

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Function	Outturn 2016/17	Approved Budget	Revised Budget	Q2 Forecast	Q3 Forecast	Q3 Variance to budget	App A / Notes Ref
ASC Housing	214,486	128,700	128,700	105,900	113,600	(15,100)	
ASC Support and Review - Daycare	165,506	169,800	204,800	207,200	211,500	6,700	
ASC Support and Review - Direct Payments	573,212	666,000	666,000	599,500	632,300	(33,700)	
ASC Support and Review - Homecare	1,092,451	1,122,000	1,332,000	1,377,800	1,361,100	29,100	A3
ASC Support and Review - Other	300,346	284,500	284,500	290,100	281,400	(3,100)	
ASC Support and Review - Residential & Nursing	2,763,792	2,871,700	2,871,700	2,801,100	2,807,100	(64,600)	(ii)
ASC Support and Review - Staffing	597,326	543,700	550,100	558,100	545,400	(4,700)	
ASC Hospital and Reablement	336,365	496,900	540,500	516,000	469,500	(71,000)	(iii)
<b>Adults and Health (Non Ringfenced)</b>	<b>7,928,664</b>	<b>8,066,400</b>	<b>8,461,400</b>	<b>8,325,200</b>	<b>8,289,300</b>	<b>(172,100)</b>	
Safeguarding	140,965	190,700	190,700	166,500	166,200	(24,500)	
Referral, Assessment and Intervention Service	268,141	255,000	291,100	219,900	203,700	(87,400)	(iv)
Permanency and Protection Service	637,198	509,300	457,200	534,500	491,100	33,900	A4
Fostering, Adoption and Care Leaver Service	1,680,277	1,431,100	1,531,100	1,890,000	1,837,900	306,800	A5
Early Intervention - Targeted Intervention	1,137,706	1,124,900	1,149,900	1,364,900	1,322,200	172,300	A6
Early Intervention - SEND & Inclusion	256,826	203,500	284,500	283,900	273,600	(10,900)	
Early Intervention - Universal and Partnership	369,149	409,500	409,500	357,200	353,200	(56,300)	
<b>Childrens</b>	<b>4,490,261</b>	<b>4,124,000</b>	<b>4,314,000</b>	<b>4,816,900</b>	<b>4,647,900</b>	<b>333,900</b>	
Schools and Early Years	377,685	487,900	558,900	439,000	453,900	(105,000)	(v)

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Function	Outturn 2016/17	Approved Budget	Revised Budget	Q2 Forecast	Q3 Forecast	Q3 Variance to budget	App A / Notes Ref
Rutland Adult Learning and Skills Service (RALSS)	10,494	0	10,800	(17,400)	0	(10,800)	
<b>Learning and Skills</b>	<b>388,179</b>	<b>487,900</b>	<b>569,700</b>	<b>421,600</b>	<b>453,900</b>	<b>(115,800)</b>	
<b>Total People - GF (Ringfenced)</b>	<b>1,983,881</b>	<b>2,129,400</b>	<b>2,699,800</b>	<b>2,643,300</b>	<b>2,530,600</b>	<b>(169,200)</b>	
<b>Total People - GF (Non Ringfenced)</b>	<b>14,676,716</b>	<b>14,535,500</b>	<b>14,988,600</b>	<b>15,312,500</b>	<b>15,131,400</b>	<b>142,800</b>	
<b>Total People (Excluding DSG)</b>	<b>16,660,597</b>	<b>16,664,900</b>	<b>17,688,400</b>	<b>17,955,800</b>	<b>17,662,000</b>	<b>(26,400)</b>	
Schools Dedicated Schools Grant (DSG)	187,512	0	0	(7,400)	82,200	82,200	
<b>Total People (Including DSG)</b>	<b>16,848,109</b>	<b>16,664,900</b>	<b>17,688,400</b>	<b>17,948,400</b>	<b>17,744,200</b>	<b>55,800</b>	

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### Peoples Notes

- i) The underspend on Non BCF Contracts and Procurement is due to in year establishment changes leading to staffing vacancies
- ii) The underspend on Residential and Nursing is due to greater Health Contributions towards the cost of care
- iii) The underspend on Hospital and Reablement is due to the decision to capitalise costs from the Integrated Community Equipment Service (ICES)
- iv) The Referral, Assessment and Intervention services is underspent due to a reduction in agency staff costs and some vacant posts at the start of year
- v) Schools and Early Years is forecast to be underspent due to delays in implementing contracts to support improvement in schools. A request to carry forward this underspend will be made at Q4

## Places Budget Monitoring Summary

More information can be found about significant variances by referring to either Appendix A (as directed) or the notes below.

Function	Outturn 2016/17	Approved Budget 2017/18	Revised Budget 2017/18	Q2 Forecast	Q3 Forecast	Q3 Variance to budget	App A / Notes Ref
Directorate Management Costs	193,272	198,200	198,200	200,200	203,300	5,100	
<b>Directorate Management Costs</b>	<b>193,272</b>	<b>198,200</b>	<b>198,200</b>	<b>200,200</b>	<b>203,300</b>	<b>5,100</b>	
Development Control	136,013	184,700	184,700	206,100	229,800	45,100	A7
Drainage & Structures	198,594	191,100	184,100	192,900	185,900	1,800	
Emergency Planning	28,131	29,700	29,700	30,100	30,100	400	
Environmental Maintenance	1,159,341	1,149,700	1,073,200	1,074,700	1,094,800	21,600	
Forestry Maintenance	129,277	117,000	117,000	117,000	110,900	(6,100)	
Highways Capital Charges	1,332,300	1,332,300	1,332,300	1,332,300	1,332,300	0	
Highways Management	53,635	190,300	180,300	180,800	151,800	(28,500)	
Commissioned Transport	1,445,589	1,356,000	1,464,200	1,475,100	1,513,900	49,700	A8
Lights Barriers Traffic Signals	260,552	134,400	124,400	134,400	124,400	0	
Parking	(289,071)	(350,000)	(350,000)	(346,000)	(343,700)	6,300	
Pool Cars & Car Hire	86,619	97,200	97,200	90,900	92,600	(4,600)	
Public Protection	369,084	388,300	410,300	400,300	380,200	(30,100)	
Public Rights of Way	73,024	90,400	90,400	89,200	90,400	0	
Public Transport	818,218	897,000	788,800	748,200	749,500	(39,300)	(i)
Road Maintenance	1,018,551	889,300	924,300	899,300	948,800	24,500	
Transport Management	345,983	385,600	493,600	465,900	419,300	(74,300)	(ii)
Waste Management	2,385,852	2,369,600	2,449,600	2,450,500	2,475,300	25,700	A9
Winter Maintenance	208,466	267,500	267,500	267,500	267,500	0	
<b>Environment, Planning and Transport</b>	<b>9,760,158</b>	<b>9,720,100</b>	<b>9,861,600</b>	<b>9,809,200</b>	<b>9,853,800</b>	<b>(7,800)</b>	
Planning Policy	307,446	257,000	380,000	324,900	330,400	(49,600)	(iii)
Tourism	21,726	14,600	22,200	9,900	8,300	(13,900)	



Function	Outturn 2016/17	Approved Budget 2017/18	Revised Budget 2017/18	Q2 Forecast	Q3 Forecast	Q3 Variance to budget	App A / Notes Ref
Health & Safety	29,433	38,100	38,100	38,100	38,100	0	
Property Services	930,894	939,100	939,100	1,005,000	1,096,600	157,500	A10
Building Control	3,236	(48,100)	(48,100)	(48,500)	(48,400)	(300)	
Commercial & Industrial Properties	(187,131)	(260,400)	(260,400)	(252,800)	(281,600)	(21,200)	
Economic Development	151,159	199,400	237,400	191,100	200,400	(37,000)	(iv)
Culture & Registration Services	58,024	83,700	83,700	82,700	65,600	(18,100)	
Libraries	399,673	459,200	529,200	438,500	453,100	(76,100)	(v)
Museum Services	356,650	352,600	352,600	354,000	360,400	7,800	
Sports & Leisure Services	35,108	600	600	14,100	5,800	5,200	
<b>Development and Economy</b>	<b>2,106,218</b>	<b>2,035,800</b>	<b>2,274,400</b>	<b>2,157,000</b>	<b>2,228,700</b>	<b>(45,700)</b>	
<b>Total Places</b>	<b>12,059,648</b>	<b>11,954,100</b>	<b>12,334,200</b>	<b>12,166,400</b>	<b>12,285,800</b>	<b>(48,400)</b>	

## Places Notes

- i) Public Transport underspend is due to money repaid by the bus operator for over claimed concessionary fare reimbursements.
- ii) Transport Management underspend is due to budget carry forwards for road safety initiatives and bikeability which have been delayed and will be requested to be carried forward at Q4.
- iii) Additional grant funding has been received for a number of Planning Policy changes which need to be incorporated into the Local Plan (Community Housing, Self Build etc). These funds are required to be carried forward to support costs next year.
- iv) Economic Development underspend is due to Digital Rutland project management costs for phase 3 not being incurred.
- v) Libraries £70k Budget carried forward to support maintenance and other work at libraries is unlikely to go ahead and will be requested to be carried forward to 2018/19.

## Resources Budget Monitoring Summary

More information can be found about significant variances by referring to either Appendix A (as directed) or the notes below.

Function	Outturn 2016/17	Approved Budget	Revised Budget	Q2 Forecast	Q3 Forecast	Q3 Variance to Budget	App A / Notes Ref
Chief Executives Office	205,056	222,000	372,000	372,000	322,900	(49,100)	(i)
Direct Management Cost	270,561	216,800	286,800	286,800	273,900	(12,900)	
Communications	57,449	66,600	187,500	147,700	138,400	(49,100)	(ii)
Corporate Costs	168,387	206,000	206,000	217,000	194,200	(11,800)	
Pensions	237,484	220,000	220,000	214,500	202,200	(17,800)	
Audit Services	145,449	165,500	165,500	174,200	163,200	(2,300)	
Insurance	209,538	215,200	240,200	243,900	243,900	3,700	
Accountancy & Finance	591,356	617,200	685,200	682,000	630,300	(54,900)	(iii)
Information Technology	1,371,515	1,214,100	1,180,000	1,175,800	1,170,600	(9,400)	
Corporate Support Services	542,790	573,400	503,000	486,900	494,800	(8,200)	
Members Services	191,537	206,800	206,800	201,300	204,600	(2,200)	
Customer Services Team	205,738	235,600	335,600	328,800	277,400	(58,200)	(iv)
Elections	(32,458)	17,100	128,600	72,400	80,900	(47,700)	
Legal & Governance	353,108	360,300	426,300	388,100	501,500	75,200	A11
Human Resources	419,192	450,200	484,200	488,200	470,700	(13,500)	
Revenues & Benefits	342,007	386,800	398,800	343,300	319,400	(79,400)	(v)
Financial Support	37,549	25,000	50,000	36,000	27,400	(22,600)	
<b>Total Resources Directorate</b>	<b>5,316,258</b>	<b>5,398,600</b>	<b>6,076,500</b>	<b>5,858,900</b>	<b>5,716,300</b>	<b>(360,200)</b>	

## Resources Notes

- i) The underspend in the Chief Executive's cost centre is due to Rutland One Public Estate activities requested to be carried forward to next year
- ii) The underspend in Communications is due to vacant posts.
- iii) Accountancy and Finance is under budget as a result of developments on the Finance System not taking place. £50k will be requested to be carried forward to fund the developments in 2018/19.
- iv) Customer Services Team underspend is due to the improvements project being implemented over a period of 2 years rather than all being completed during 2017/18. Therefore, £40k will be requested to be carried forward to continue the project in 2018/19.
- v) The underspend in Revenues and Benefits is due to staff vacancies, extra income from grants and better recovery of Housing Benefit overpayments

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**CABINET**

20<sup>th</sup> February 2018

**PERFORMANCE MANAGEMENT REPORT – QUARTER 3  
2017/18**

**Report of the Chief Executive**

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/240817	
Exempt Information:	No	
Cabinet Member(s) Responsible:	Mr O Hemsley - Leader	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
	Jason Haynes, Performance and Projects Co-ordinator	01572 720962 jhaynes@rutland.gov.uk
Ward Councillors	N/A	

**DECISION RECOMMENDATIONS**

1. That Cabinet notes the overall position in relation to performance for the third quarter of 2017/18 and the actions being taken to address areas of underperformance.

**1 PURPOSE OF THE REPORT**

- 1.1 To provide Cabinet with strategic oversight of the Council's performance for the third quarter of 2017/18 in delivering our Corporate Plan Aims and Objectives. Members are accountable for the delivery of the Council's Corporate Plan and this monitoring information reports on progress and highlights any key challenges.

**2 INTRODUCTION**

- 2.1 The Corporate Plan sets the strategic direction for Rutland County Council for the remaining period of this Council (to May 2019). The plan is reviewed annually and the latest version was presented to Cabinet in September 2017.
- 2.2 The Strategic Aims set out in the plan are as follows:
  - Deliver sustainable growth in our County supported by appropriate housing, employment, learning opportunities and supporting infrastructure (including other public services) whilst protecting our rural environment in accordance with our Local Plan

- Safeguard the most vulnerable and support the health and well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential
- Ensure that our Medium Term Financial Plan is in balance and is based on delivering the best possible value for the Rutland pound

2.3 The Corporate Plan sets out a range of Strategic Objectives and the targets we will use to measure our success. Each quarter we monitor how these are being delivered by reporting on:

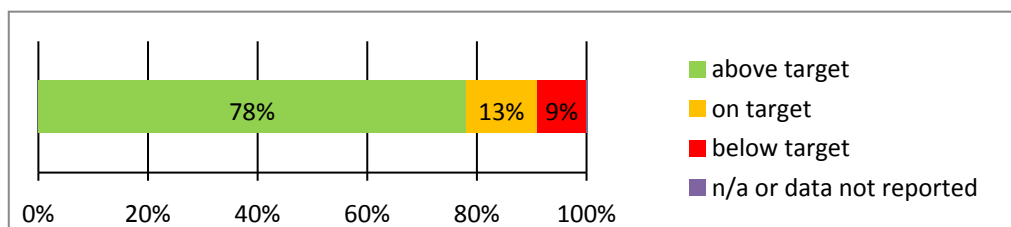
- Performance measures – how well are we doing
- Progress of targets and key projects
- Trend measures – to demonstrate performance over time and compared to national performance and our statistical neighbours where this information is available.

### 3 OVERALL SUMMARY

3.1 This report brings together an update on progress across a number of areas:

3.2 **Appendix A** contains detailed information on the Council’s performance in relation to a number of local and statutory indicators covering the Councils Aims and Objectives. The Council’s overall performance is summarised below:

3.3 Performance against targets:



3.4 At the end of Quarter 3, 42 (91%) indicators were on or above target with 4 (9%) currently below target.

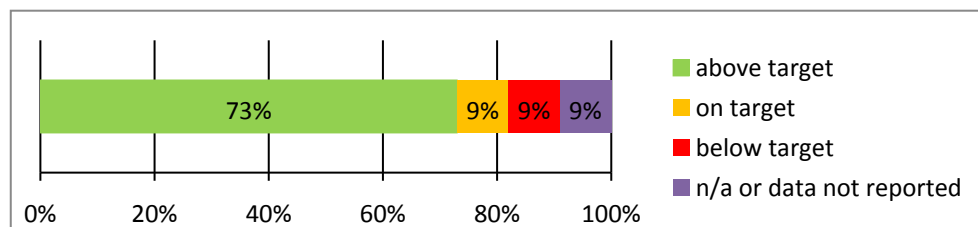
3.5 Key successes include percentage of children whose destination is not known (para 4.4), percentage of permanent staff in post in Children’s Social Care (para 5.3), achievement in the new Progress 8 score at Key Stage 4 (para 6.4),

3.6 Key areas where performance is being monitored include the number of affordable homes delivered with only 10 completed so far during 2017/18 (para 4.5), % of single assessments completed within 45 days (para 5.2), number of contacts progressed within one working day (para 5.4), and average sickness days lost per employee which has seen a 24% increase on the previous period (para 7.2)

## 4 SUSTAINABLE GROWTH

Delivering sustainable growth in our County supported by appropriate - housing, employment, learning opportunities and supporting infrastructure (including other Public Services.

### 4.1 Performance against targets:



82% of indicators on or above target at the end of Quarter 3, with one (Number of affordable homes delivered) currently below target.

### Achievements and issues

4.2 Data for residual waste per household (PI191) and % of waste sent for recycling (PI192) is now being reported one quarter in arrears to allow validated data to be reported (previously estimated data was used), this will give a more accurate picture for these two metrics.

4.3 Only 2.2% of children's destinations are not known (compared to 6% at the same time last year). This figure is expected to fall throughout the year following the start of the academic year, but proactive work within the service has seen a large number of children's destinations already identified much earlier than in previous years.

### Update on issues from previous quarter

4.4 The number of affordable homes completed during 2017/18 still remains low with only 10 completed so far during the period. 62 units were tentatively forecast for completion for the whole of 2017/18 in Quarter 2, but this has now been re-profiled to 23 forecast completions. This is due to a number of on-site delays that are outside the Council's control which means that the completion of a number of properties will now slip into the early part of 2018/19 (usually April):

- 6 properties delayed by 6 to 7 weeks at Oakham Road, Greetham due to weather and other issues, with their completion now forecast to take place in April 2018;
- 17 properties at Uppingham Road, Oakham that had been due in February 2018 now delayed to between May and August 2018, due to on-going adjacent building work on market housing hindering safe access to the affordable units;
- 16 properties at Empingham delayed to April completion due to the need to move a high voltage power cable.

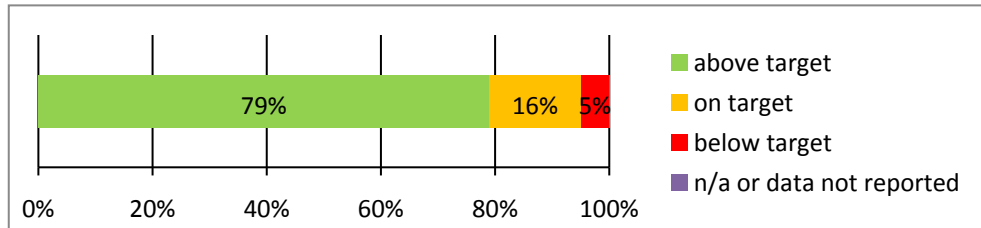
4.5 In total 63 affordable homes are currently forecast for completion in 2018/19 (work

at all sites is underway) with 48 currently scheduled for completion in 2019/20.

## 5 SAFEGUARDING

Safeguard the most vulnerable and support the health and well-being needs of our community.

### 5.1 Performance against targets



Good performance with eighteen indicators (95%) on or above target at the end of Quarter 3 and one (5%) below target.

#### Achievements and issues

- 5.2 The % of single assessments that were completed within 45 days during 2017/18 has dropped below our local target of 85% to 82%, with 67% of single assessments completed within 45 days in Quarter 3. Cases are split over the RAIS team and the PAP team and all were allocated to three 'locum' social workers we had in post during this period. Two of these staff members have had their contracts terminated due to concerns around performance and the third leaves shortly. Action has been taken to ensure this situation does not occur again and new social workers are being advised of their responsibility in this area. Performance is expected to improve in Quarter 4 due to this work.
- 5.3 The percentage of permanent staff in post in Children's Social Care has risen to 87% a continual rise throughout 2017/18. The service has worked had on recruitment with the Human Resources team to reduce agency staff, to improve areas of performance that were being affected by agency staff and to ensure there is a more stable and permanent workforce to address these issues and enable better working relationships to be formed with children and families.

#### Updates on issues from the previous quarter

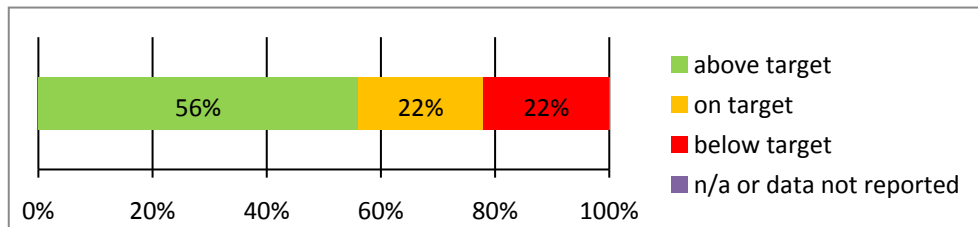
- 5.4 The number of contacts progressed within one working day remains below target (100%) at 84% this quarter (down from 89% the previous quarter). 383 contacts were received during Quarter 3, with 258 progressed within one working day. Managers have been reviewing contacts to understand what is affecting performance in this area. Cases were all triaged and appropriate decisions made in timescales however on some the manager signoff was late and for some the worker had not progressed it to the manager in a timely manner. The identified issues have been addressed and rectified and performance is expected to improve in Quarter 4.



## 6 REACHING OUR FULL POTENTIAL

Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential.

### 6.1 Performance against targets



Good performance with seven indicators (78%) on or above target at the end of Quarter 3, with two (22%) currently below target.

### Achievements and issues

6.2 The percentage of children achieving higher than expected standard at Key Stage 1 (i.e. Greater Depth) is lower than national averages, with only Reading on par with national averages (25% of pupils achieving greater depth). In Writing, 13% of Rutland pupils are currently achieving Greater Depth (compared to 16% nationally) and in Mathematics it was 16% of Rutland pupils compared to 21% nationally.

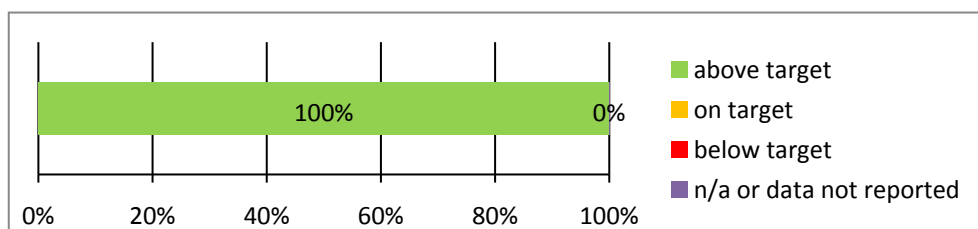
6.3 Whilst progress from Key Stage 1 to Key Stage 2 shows a slight improvement in 2017, the average progress score in all subjects is only broadly average compared to the national average, with Writing being the area of most concern and the only one showing negative progress between these two Key Stages (Reading 0.2, Writing -0.3, Mathematics 0.1).

6.4 The progress 8 score for Key Stage 4 shows that Rutland is performing well and above national averages at this level. Progress 8 is a new measure of the progress students make between the end of Key Stage 2 and Key Stage 4 based on performance in eight qualifications. Rutland schools overall progress score of 0.32 compares favourably with the national score of 0.0.

## 7 SOUND FINANCIAL AND WORKFORCE PLANNING

Ensure that our medium term financial plan is in balance and is based on delivering the best possible value for the Rutland pound.

### 7.1 Performance against targets



Good performance with all indicators on or above target at the end of Quarter 3.

Achievements and issues

- 7.2 The average sickness days lost per employee is now at 1.86. There has been a 24% increase in the number of days lost through sickness in this quarter compared to last quarter. For the same quarter in 2016/17 it was 1.91 days.
- 7.3 Over the past quarter, 8 of the 12 long term absence management cases have been resolved. The HR team continues to use a case management approach to managing sickness and continue to provide monthly reports to Directors of employees who have hit the sickness absence triggers to further provide some local rigour in monitoring and taking appropriate action.
- 7.4 The largest increase is in the number of short term absence incidents, up 37% on the previous quarter. The highest reason for absence continued to be for injuries/fractures/surgery and joint problems at 41% with stress and anxiety representing 19% of absences compared to 15% in Q2. Stress absence was across 6 employees – 3 of whom were citing work related stress – these are all being supported and managed with Occupational Health and HR input.
- 7.5 Based on absence levels reported in previous years, there is typically an increase in absence from Quarter 3 to Quarter 4. Whilst long term absence in Quarter 4 is likely to be similar to that of Quarter 3, in order to reflect a seasonal variance and experience so far of the well-publicised winter flu issue, we anticipate an increase on Quarter 3 of 20-25% and therefore estimate for the year an average of 7.5 days absence per employee.
- 7.6 Limited feedback regionally is indicating a spike for Quarter 4 but information regarding end of year predictions has not been available at the time of producing the report. Our target was to be less than last year but current prediction would be slightly over. However, the average across England as reporting in the LGA Workforce Survey for 2015/16 was 8.8 days. 2016/17 figures will not be available until end of March 2018.
- 7.7 The table below shows the number of days lost by each Directorate in Quarter 3, expressed as total days lost per Directorate and days lost per employee:

Directorate	Days lost through Sickness	Headcount 1 <sup>st</sup> October 2017	Headcount 31 <sup>st</sup> December 2017	Average	Days lost per employee
PEOPLE	590	231	236	233.5	2.53
PLACES	224	151	155	153	1.46
RESOURCES	55	81	79	80	0.69
Total	869	463	470	466.5	1.86

- 7.8 The table below shows a comparison of sickness for the whole Council over the last 5 quarters:

Year	Days lost through sickness	Average no of employees	Days lost per employee	Days lost per month
Q3 2017/18	869	466.5	1.86	289.67
Q2 2017/18	702	461	1.52	234
Q1 2017/18	734	459	1.60	245
Q4 2016/17	1,051	461	2.28	350
Q3 2016/17	887	466	1.91	296
<b>AVERAGE</b>	<b>839</b>	<b>461.88</b>	<b>1.82</b>	<b>279.67</b>

7.9 93% of calls received by the Customer Services team were answered within four minutes during Quarter 3. A summary of performance for Customer Services is included as **Appendix B**.

## 8 OUTSTANDING AUDIT RECOMMENDATIONS

8.1 There are four 'essential' audit recommendations overdue for implementation. In all cases action is underway to address issues raised but has not yet been completed:

- Three actions relate to a review of the Council's data management arrangements. Internal Audit recommended that the Records Management Policy be updated so that officer accountability for records management is clearly defined, access to network folders is regularly reviewed and Senior Management Team should discuss and agree a strategy for reviewing Council records. This is to ensure that all data is retained in accordance with the data retention schedule and to address concerns regarding lack of time and resources. The General Data Protection Regulations (GDPR) come into force in May 2018. The GDPR Project Board are updating the Retention Policy in line with new Regulations. "Information Champions" have been selected from each department to deal with information governance issues within their area.
- One recommendation relates to the highways maintenance contract. A further external review has been completed and officers are engaged with the contractor to resolve the matters arising.

## 9 CONSULTATION

9.1 Consultation is not required as no changes are being proposed within this report.

## 10 ALTERNATIVE OPTIONS

10.1 Alternative options are not considered within this report.

## 11 FINANCIAL IMPLICATIONS

11.1 There are no direct costs associated with this report.

## 12 LEGAL AND GOVERNANCE CONSIDERATIONS

12.1 There are not considered to be any legal or governance issues associated with this report. However, poor performance may lead to legal and/or governance

challenges.

### **13 EQUALITY IMPACT ASSESSMENT**

13.1 An Equality Impact Assessment (EqIA) has not been completed because no service, policy or organisational changes are being proposed.

### **14 COMMUNITY SAFETY IMPLICATIONS**

14.1 There are no Community Safety implications arising from this report.

### **15 HEALTH AND WELLBEING IMPLICATIONS**

15.1 There are no Health and Wellbeing implications arising from this report.

### **16 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

16.1 At the end of Quarter 3, 91% of indicators measured were on or above target. 9% of indicators are currently below target and main areas of concern have been highlighted in this report and the remedial action being undertaken to improve performance has been identified.

16.2 Overall performance based on activity in the third quarter of 2017/18 is satisfactory.

### **17 APPENDICES**

17.1 Appendix A – Quarterly Performance Report

17.2 Appendix B – Customer Services summary

**A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.**

Rutland County Council  
Quarterly Performance Report  
Quarter 3 summary  
2017/18

## Key to symbols used within the report

Where icons appear in this report, they have been applied to the most recently available information.



Performance against target  
Meeting/Exceeding Target













Performance approaching target (within 5%)



Performance >5% behind target

## Sustainable Growth - Performance

Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
LI085 - % of children not in Education, Employment or Training	2.2%	0.7%		0.3%
LI213 - % of children whose destination is not known	2.6%	2.2%		6%
PI152 – Working age people in receipt of benefits	7.3%	5.4%		5.5%
PI154 – Net additional homes provided	140	118		159
PI155 – Number of affordable homes delivered	40	10		6
PI157a – Processing of major planning applications	60%	100%		100%
PI157b – Processing of minor planning applications	65%	99%		98%
PI157c – Processing of other planning applications	80%	99.5%		99%
PI191 – Residual waste per household	130kg	137.4kg		122kg
PI192 - % of waste sent for recycling	59%	60%		62.81%
LI190 – Number of fly tipping incidents		76		135

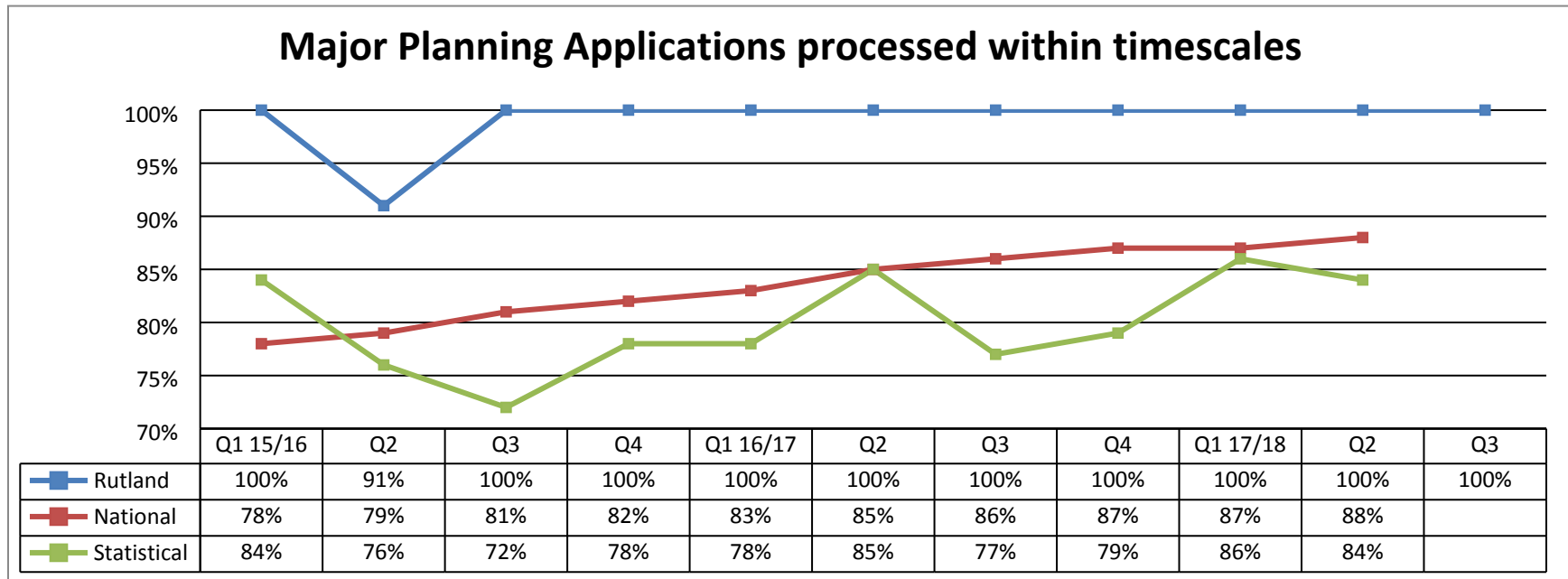
## Sustainable Growth -

	Scrutiny Panel	RAG
<b>Develop Phase 2 of Oakham Enterprise Park to create further employment and business growth opportunities</b>	Places	
<p>Council approved a report on the 15<sup>th</sup> January 2018 for the commitment of £1.77m to support the expansion of Oakham Enterprise Park. This is in addition to £420k of funding approved by Cabinet on the 19<sup>th</sup> December 2017. Work is now proceeding to take this development forward.</p> <p>The void rate at OEP remains constant at about 4%. This represents the turnover of units within the site.</p>		
<b>Complete the improvement of broadband, developing and implementing a strategy for 2020 connectivity for the County</b>	Places	
<p>Phase 1 deployment connected circa 9,600 homes and businesses to fibre broadband with the majority of these having access to superfast broadband speeds.</p> <p>Phase 2 deployment is now completed connecting some further 970 premises to fibre broadband with the majority of these at superfast broadband speeds. This brings the combined total across all deployed phases to circa 10,600.</p> <p>Cabinet has now approved a Phase 3 deployment to tackle as many of the remaining sub 24mbps intervention premises as possible within the approved budget. The change form to effect Phase 3 is expected to be signed off by 31<sup>st</sup> January 2018 subject to Broadband Delivery UK (a section within the Department of Culture Media and Sport (DCMS)). Value for Money and State Aid assurance review completing. Detailed planning and survey activity is forecast for Quarter 3 2018/19 and build out and commissioning for Quarter 4 2018/19.</p> <p>Good mobile broadband coverage alongside fixed broadband provides maximum flexibility for both residents and businesses and the project board will continue to monitor and encourage 4G roll out in Rutland by commercial operators.</p>		






















<b>Castle Restoration Project</b>	Places	
<p>Restoration works to the Great Hall are complete. The Great Hall attracted over 50,000 visitors during the 2017 calendar year.</p> <p>Following scoping and costing of works for the Motte stabilisation and gardens, issues have been raised around the viability of the proposed solution. HLF have agreed that the option should be revised, we are awaiting feedback from Historic England on what might be acceptable.</p> <p>Project remains currently within budget.</p>		
<b>Highway Asset Management Plan</b>	Places	
<p>The Highway Asset Management Plan has been updated and signed off by Cabinet. RCC submitted the return as a Band 2 authority in January 2017 which has been accepted by the Department of Transport.</p>		

## Sustainable Growth - Trends



## Safeguarding – Performance

Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
PI047 – People killed or seriously injured in road traffic accidents	Less than 23	14		20
PI060 - % of single assessments that were completed within 45 days	85%	82%		69%
PI062 – CLA stability: Number of placements (% of CLA children who have had 3 or placements in last 12 months)	4%	3%		0%
PI063 – CLA stability: Length of placements (% of children in care for 2.5 years or more who have been in the same placement for 2 years)	70%	70%		73%
PI064 – Child Protection Plans lasting 2 years or more	5%	0%		0%
PI065 - % of children becoming subject to a Child Protection plan for a second time within previous 2 years	5%	10%		10%
PI066 – CLA cases reviewed within timescales	100%	97%		94%
PI067 – CP cases reviewed within timescales	100%	100%		98%
PI068 - % of referrals going onto single assessment	95%	100%		74%
LI209 – Number of contacts progressed within one working day	100%	84%		
LI211 - % of permanent staff in post in Children’s Social Care	80%	87%		

Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
LI111 - % of carers signposted	80%	100%		86%
LI176 - % of adult social care reviews for LD completed annually	80%	93%		88%
LI181 - % of adult social care reviews completed on time	80%	94%		89%
LI182 - % of service users who were still at home 91 days after discharge	87%	91%		91%
LI191 – Total number of delayed days in transfer of care (DIOC) per 100,000 population (aged 18+)	5.3 per day	4.9 per day		10.25 per day
LI192 – Permanent admissions of older people (65+) to residential and nursing care homes	28	14		11
LI173 - % of eligible children registered with Childrens Centres	80%	97%		94%
LI174 - % of target families registered with sustained engagement	65%	75%		81%

## Safeguarding -

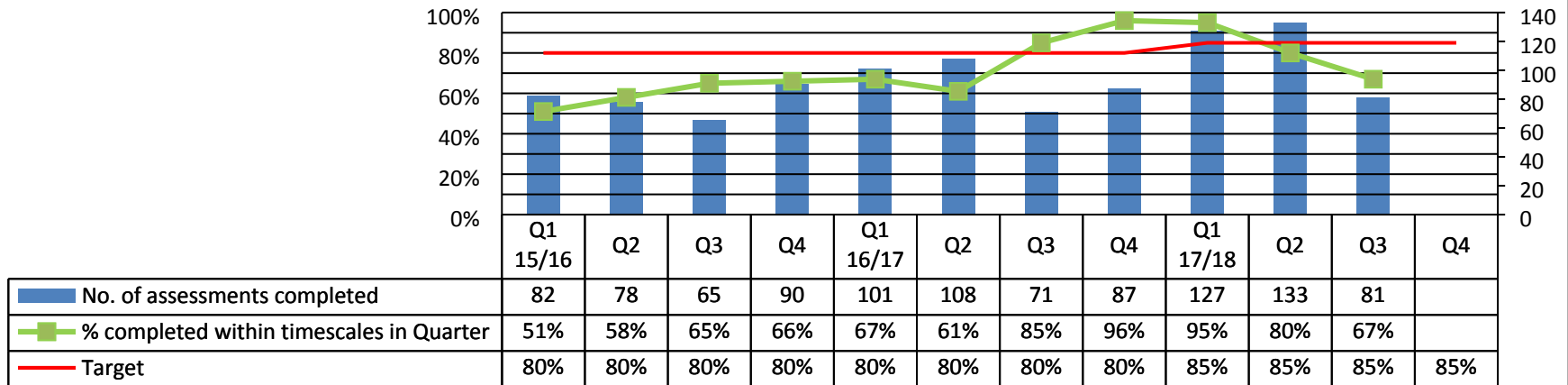
	Scrutiny Panel	RAG
<b>Better Care Fund</b>	<b>Peoples (Adults and Health)</b>	
<p>In common with other BCF programmes, the Rutland 2017-19 BCF programme was approved by NHS England on December 20<sup>th</sup>. Pending formal approval, BCF implementation has continued as per the programme across Quarter 3, underpinned by agreement across the funding partners (ELRCCG and RCC) and Rutland Health and Wellbeing Board.</p> <p>Performance remains on track, including for non-elective admissions and falls. The local stretch targets for Delayed Transfers of Care (DToC) are being successfully met overall, thanks to the efforts of the Integrated Hospital Team, and it has been confirmed that we will not face financial penalties linked to DToC performance. Full Quarter 3 figures are not yet available, but performance was outstanding in November 2017, the critical month for NHS England scrutiny. Our target across health and social care for November was a ceiling of 3.9 DToCs per day per 100,000 adults. Actual performance was just 2.6 DToCs, the best single month's performance in Rutland since 2015. (To put this into context, Rutland's average performance last year was 10.25 DToCs per 100,000 adults per day and the national average target ceiling this year is 9.4.</p> <p>(NB: there has been an error in reporting November DToCs by LPT which means that, in the current nationally published data, it looks like Rutland had 47 actual nights of delay, rather than the true total of 23 nights. A correction has been requested but may only be reflected in the nationally published data in May 2018.</p> <p>Much of the BCF programme is now 'business as usual' core delivery of health and social care services. Progress on key change projects includes the following:</p> <ul style="list-style-type: none"> <li>- A new more agile approach to supporting people with housing challenges affecting their health and wellbeing was launched in October 2017 and is showing positive first results. The Housing MOT scheme delivered by Spire Homes is enabling a range of housing related issues to be identified and addressed. As part of this, new Housing and Prevention Grants (HaPs) are being offered to those with a disability for home adaptations costing under £10k, offering a quick and simple route to preventative interventions which can enable people to stay in their own homes for longer, prevent hospital admissions, accelerate hospital discharges or make a carer's role more</li> </ul>		

sustainable. Disabled Facilities Grants (DFGs) are still available for larger adaptations;

- The holistic homecare pilot, which started in October, is running at full capacity and showing promising initial results through a more personalised approach to care. Identified benefits for service users have included increased mental and physical wellbeing and levels of independence, improved connection with the community, avoided hospital admissions and the ability for end of life care wishes to be met;
- The groundwork has been done to introduce a self-care toolkit into primary care as part of prevention and long term condition management;
- Projects are being opened up with care homes, including an increased physiotherapy offer, both supporting the recovery of people in interim care home beds and encouraging a pre-emptive increase in physical activity for permanent care home residents.

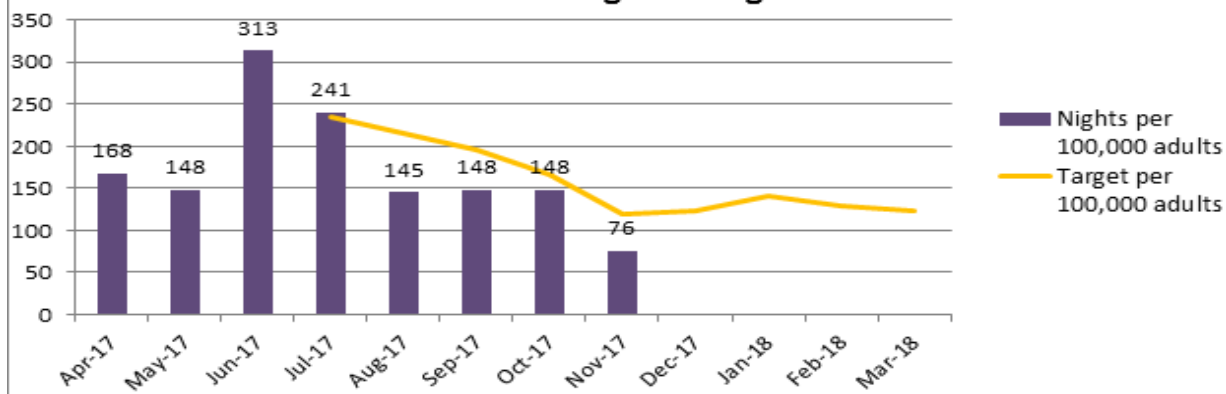
## Safeguarding – Trends

### PI060 Single Assessments completed within timescales











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### Rutland total DTOCs per 100,000 adults per month, actual vs agreed target



## Reaching our Full Potential – Performance

Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
LI200 - % of children whose application was received within statutory timeframe, offered their first choice primary school place	95%	96%		93%
LI201 - % of children whose application was received within statutory timeframe, offered a primary school of their choice (1 <sup>st</sup> to 3 <sup>rd</sup> choice)	100%	99.7%		99.2%
LI202 - % of children whose application was received within statutory timeframe, offered their first choice secondary school place	90%	94%		89%
LI203 - % of children whose application was received within statutory timeframe, offered a secondary school of their choice (1 <sup>st</sup> to 3 <sup>rd</sup> choice)	98%	98%		97%
LI205 – Achieve at least the national average for the percentage of pupils in Key Stage 1 achieving greater depth in Reading, Writing and Mathematics (percentage points)	>0	R 0		
		W -3		
		M -5		
LI206 – Achieve positive progress Key Stage 1 to Key Stage 2 in each of Reading, Writing and Mathematics (average progress score)	>0	R +0.2		
		W -0.3		
		M +0.1		
LI212 – Progress 8 score remains above national at the end of Key Stage 4 in all measures	0	0.32		
LI207 – Gender gap (percentage points) for pupils reaching the expected standard at Key Stage 2 (Reading, Writing and Mathematics combined)	8%	10%		

40











Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
LI208 – Key Stage 4 (Attainment 8 score): gender gap is better than the national average	<5.8%	1.4%	G	

## Reaching our Full Potential -

	Scrutiny Panel	RAG
<b>School Place Planning</b>	Peoples (Children's)	
We are working with Oakham C of E on an expansion. This has been delayed due to ample capacity at the school and there are currently sufficient places in Oakham.		
<b>Additional Secondary Places</b>	Places	
Cabinet and Council have approved the allocation of funds. Catmose College have yet to provide details of their proposed expansion.		
<b>Barleythorpe Primary</b>	Places	
Currently, there is adequate capacity at primary level; this build programme has been put on hold although the number of children on roll continues to increase within the schools' capacity.		

## Sound Financial and Workforce Planning – Performance

Indicator	Target	Cumulative Year to Date 2017/18	Current Performance to Target	Performance as at Q3 2016/17
LI221 – Reduction in the financial gap following an agreed savings target programme		1.297m		2.59m
LI222 – Deliver an annual savings programme, to be reported end of each financial year		delivered		delivered
LI223 – Maintain reserve balances across the life of the MTFP	>2m	All reserves above target		All reserves above target
LI001 - % of invoices paid on time (30 calendar days of receipt)	95%	98.7%		96%
LI029 - % of sundry debt recovered	90%	91.75%		88%
LI020 - % of Council Tax received	95%	87.3%		87.6%
LI021 - % of NNDR received	95%	85.9%		88.7%
LI195 - Average sickness days lost per employee		1.86		1.91

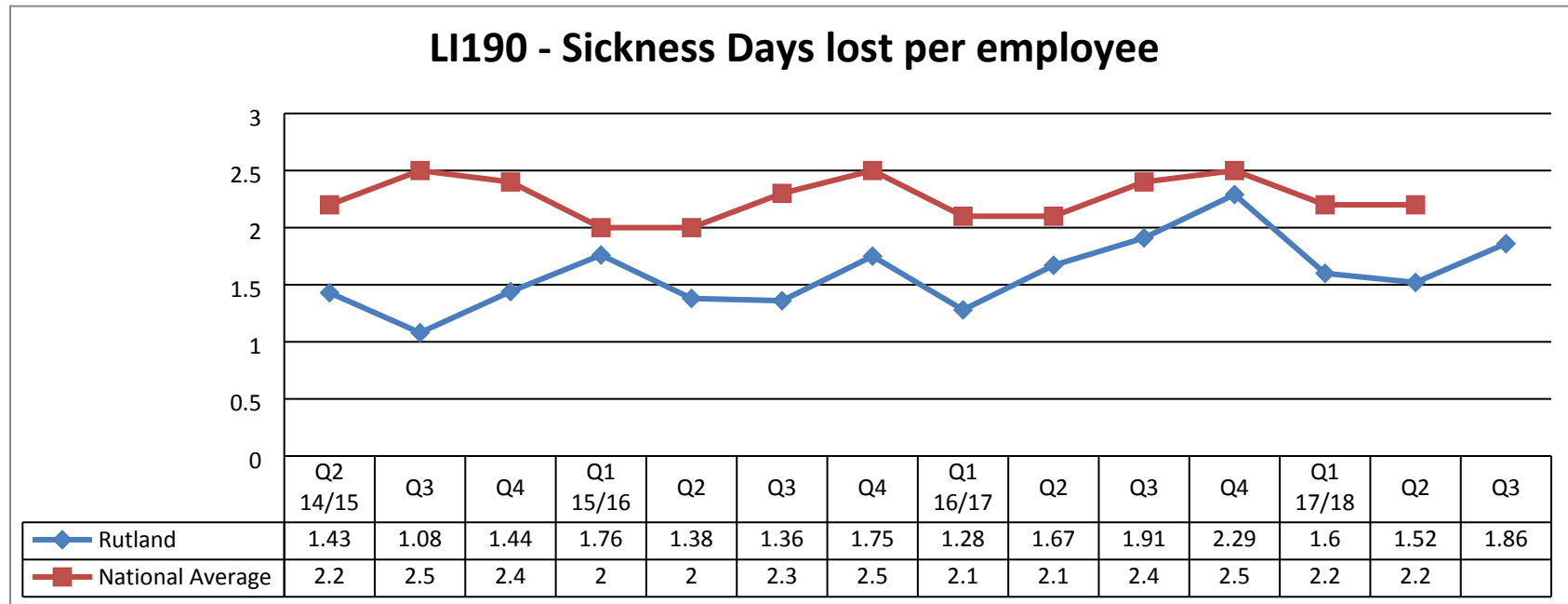
## Sound Financial and Workforce Planning -

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	Scrutiny Panel	RAG
<b>Deliver a new website that increases online transactional services year on year</b>	<b>Resources</b>	
<p>A new home page has been developed to include social media and also a more compact layout. Searches have been enhanced to integrate the main website, modern.gov and the Rutland Information Service. Online services for Green Waste collection have been developed and this will allow customers to pay online and order – either setting up a direct debit or direct one off payment.</p> <p>The number of online transactions at the end of Quarter 3 remains at 79. Further enhancements will be delivered by FixMyStreet which has been delayed but will allow much more information to be collected by the customer for a wider range of highways and environmental health issues.</p>		
<b>Improve Staff Satisfaction scores based on our staff survey compared to March 2015 baseline</b>	<b>Resources</b>	
<p>The staff survey closed on the 6<sup>th</sup> October with a 70% response level – up 6% from 2015. The results have been analysed and summary reports given to staff – our overall satisfaction level has increased by 3% to 68% with 62 out of 83 questions increasing in favourable score. A programme of activity and actions is being developed to provide a mechanism to develop improvements and changes in specific areas, e.g. change management.</p>		
<b>Deliver against the actions and targets identified within our Workforce Development Strategy</b>	<b>Resources</b>	
<p>Our overall objectives of the Strategy are on target – some specific actions have been amended to reflect priorities. The Strategy is due for review in 2018 and will be amended in line with outcomes of the Staff Survey.</p>		

## Sound Financial and Workforce Planning - Trends

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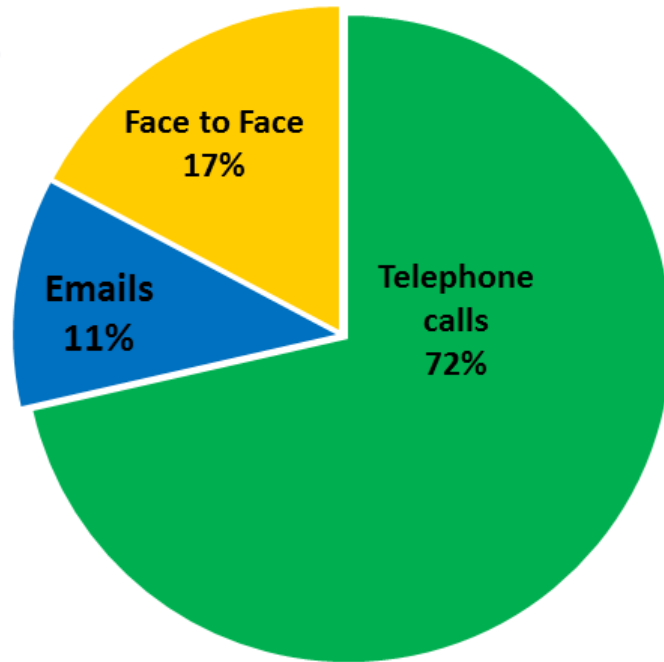
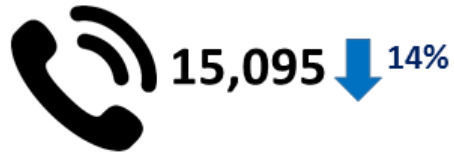


\*National average in the chart above is based on those Authorities who have submitted data to LGInform for Quarterly comparison.

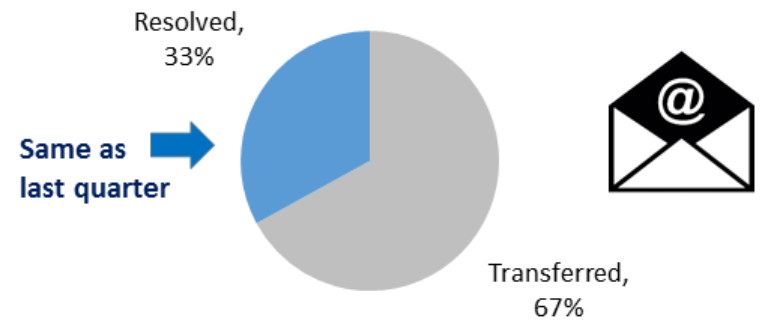
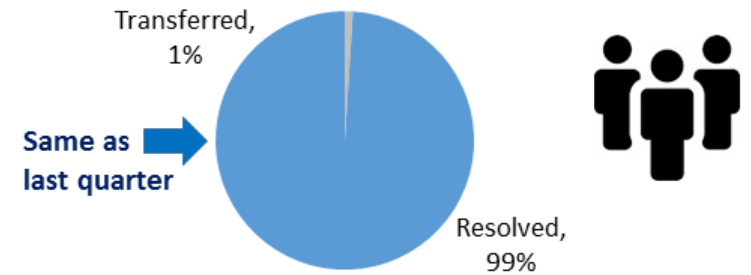
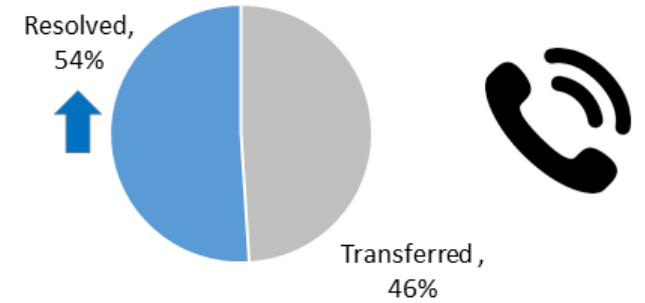
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**CST Quarter 3 Performance**

## Q3 2017 Customer Service – Highlights



↑ = Direction of travel from previous quarter





## Q3 2017 Customer Service – Highlights

**Top 5 Services  
=  
60% of all calls**



**Council Tax  
Waste  
Planning  
Adult Social Care  
Children Social Care**

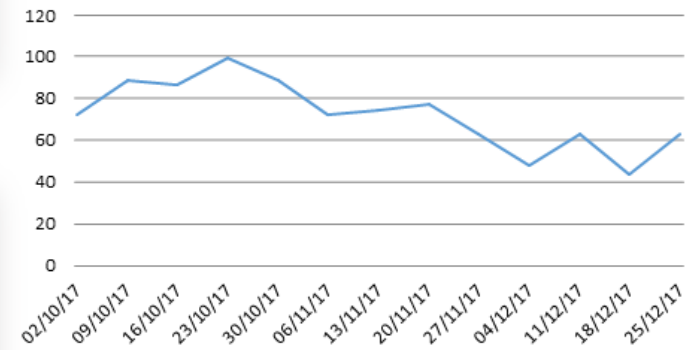
**% Answered  
within 1 mins**



**Q4 2017 – 68%  
Q1 2017 – 60%  
Q2 2017 – 64%  
Q3 2017 – 65%  
2017/18 – 63%**



**Average Wait Times (Sec)**



## Q3 2017 Customer Service – Highlights



**% Answered  
within 4 mins**



**Q4 2017 – 94%**  
**Q1 2017 – 91%**  
**Q2 2017 – 93%**  
**Q3 2017 – 93%**  
**2017/18 – 92%**

**% Answered  
within 5 mins**



**Q4 2017 – 97%**  
**Q1 2017 – 95%**  
**Q2 2017 – 97%**  
**Q3 2017 – 96%**  
**2017/18 – 96%**

**% Abandoned  
calls after 5  
minutes**



**Q4 2017 – 1%**  
**Q1 2017 – 1.5%**  
**Q2 2017 – 1%**  
**Q3 2017 – 1.5%**  
**2017/18 – 1.25%**