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Rutland County Council

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Meeting: PEOPLE (ADULTS & HEALTH) SCRUTINY PANEL

Date and Time: Thursday, 22 September 2016 at 7.00 pm

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

**Clerk to the Panel: Corporate Support 01572 758311
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**Helen Briggs
Chief Executive**

A G E N D A

10) QUARTER 1 FINANCIAL MANAGEMENT REPORT

To receive Report No. 133/2016 from the Director for Resources
(previously circulated under separate cover)
(Pages 3 - 98)

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CABINET

16 August 2016

QUARTER 1 FINANCIAL MANAGEMENT REPORT

Report of the Director for Resources

Strategic Aim:	Delivering Council Services within the Medium Term Financial Plan	
Key Decision: Yes	Forward Plan Reference: FP/130516/03	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Terry King, Leader and Portfolio Holder for Finance	
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 2016/17 revenue and capital outturn position as at Quarter 1.
- ii) Approve the use of £14k from the Planning Delivery Grant reserve and £19k Budget Carry Forward reserve (Welland Market Towns) as requested in Appendix A paras 1.6.2 and 1.6.3.
- iii) Approve the use of £50k from the General Fund for the Chief Executive to have access to ring fenced funds for discretionary payments in line with HR and Employment policies (Appendix B note (v)).
- iv) Note that the £75k contribution from the Council to the Fire Service is no longer required and has been removed from the budget (Appendix B note (vi));
- v) Note the increase in Non Ringfenced grants of £18k arising from an extra £8k receive in respect of Independent Living Fund grant (Appendix B note (iv)) and New Homes Bonus (share of funds held back) of £10k (Appendix B note (iii)).

- vi) Note the proposed transfers from earmarked reserves as shown in the table in Appendix A, para 1.6.1 (to be finalised and agreed in the 2016/17 outturn).
- vii) Note the reduction in funding of £6k for Devolved Formula Capital as set out in Appendix A para 2.2.2.
- viii) Approve the release of an additional £15k from section 106 for Oakham Enterprise Park – Educational Facility Appendix A para 2.2.3
- ix) Note that £200k of the Castle Restoration project will now be funded from capital receipts rather than revenue reserves given the pressure on the MTFP Appendix A para 2.2.4.

1 PURPOSE OF THE REPORT

- 1.1 To inform Cabinet and all members of the full year forecast position as at Quarter 1 for 2016/17 and to alert them to 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 2016/17

- 2.1.1 The Council approved its 2016/17 budget in February 2016. Since the budget was approved, Cabinet approved some budget changes in the Quarter 4 Outturn report (109/2016) and further changes made since then are summarised in Appendix A 1.1 and itemised in Appendix B.
- 2.1.2 The Q1 revenue position is that the Council is forecasting a surplus of £702k compared to a budgeted surplus of £775k. Within this forecast, there are a number significant variances with the Council forecasting an over spend of £134k at Directorate level (Appendix A para 1.2.3). More detailed information on the overall forecast can be found in Appendix A.
- 2.1.3 Whilst the overall position is broadly in line with budget, the Council's financial context remains challenging with significant reductions in net expenditure required over the medium term.
- 2.1.4 Outside the General Fund, there is an over spend on the Dedicated Schools Grant (DSG) arising from two new complex cases requiring very high cost placements. This pressure will be discussed at Schools Forum with the intention that it will be clawed back from future funding allocations or contributions from health.

2.2 Medium Term Financial Plan (MTFP)

- 2.2.1 There are a number of emerging developments such as Brexit and Business Rate Reforms that could impact on the assumptions that the MTFP is based on and changes in these assumptions could have an adverse or positive impact on the MTFP going forward.
- 2.2.2 Whilst in both cases, it is too early to assess the impact in full; more detail is given

in Appendix A, section 3.2.

3 CONSULTATION

- 3.1 Formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with officers to assess the impact of the forecast on the budget in future years.

4 ALTERNATIVE OPTIONS

- 4.1 Cabinet are requested to approve the use of earmarked reserves to support the development on the Local Plan. Cabinet can choose to approve the request or request that budget managers assess whether such expenditure can be absorbed within existing budgets thereby deferring any decision until later in the year when more information is known.
- 4.2 Cabinet are also requested to approve the use of earmarked reserve to distribute funds to the Welland Market Towns. The reserve is being held in trust as the funding belongs to the market Towns and so should be allocated for its intended use.

5 FINANCIAL IMPLICATIONS

- 5.1 The report highlights the impact of the forecast on the MTFP. General Fund balances will increase by c£0.7m compared to £0.775m 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 is one function within the Places Directorate that falls into this category but no specific request has been made because the overspend can be contained within the overall directorate budget.
- 6.3 There are two functions (Directorate Senior Management Costs and Fostering and Adoption) within the People Directorate that falls into this category and the Directorate has a whole is forecasting to overspend. The over spend on one of these functions can be contained within the overall directorate budget, however the overspend on Fostering and Adoption where unprecedented demand levels are being experienced cannot be contained. The Director is not requesting to change the budget but will be looking into whether the demand is likely to continue to inform budget setting for 17/18.
- 6.4 There are no legal implications arising from this report.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 Equality Impact Assessment (EqIA) screening has been completed. No adverse or other significant issues were found.

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: Q1 Finance and Budget Outturn Report

Appendix B: Approved Budget Changes

Appendix C: Reconciliation of Directorate Budgets

Appendix D: Virements

Appendix E: People Directorate

Appendix F: Places Directorate

Appendix G: Resources Directorate

Appendix H: Adverse Variances over £50k

Appendix I: Detailed Capital Programme

Appendix J: Medium Term Financial Plan

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

Appendix A. Q1 Budget Report 2016/17

1 REVENUE MONITORING

1.1 The Budget – what is the current budget?

- 1.1.1 The current budget is that approved by Council/Cabinet on 9th February 2016 (report No. 39/2016) and subsequently amended following changes made by Cabinet/Council as set out in Appendix B and summarised in the table below.

Reconciliation of approved budget to current budget	£000	£000
Approved Net Cost of Services (39/2016)		33,993
Changes already approved (as listed in Appendix B) (£33,933k to £34,832k)		839
Changes in this quarter (as listed in Appendix B)		
1) Removal of Fire Authority Contribution no longer required		(75)
2) Chief Executive Pay Policy Budget		50
Current Net Cost of Services		34,807
Approved (Surplus)/Deficit (39/2016)	(632)	
Changes already approved (as listed in Appendix B) (£632k to £732k)	(100)	
Changes in this quarter (as listed in Appendix B)		
1) Movement in Net Cost of Services – as detailed above (£50k minus £75k)	(25)	
2) Movement in Non Ringfenced Grants - Independent Living Fund and New Homes Bonus (£10k and £8k)	(18)	
Current (Surplus)/Deficit	(775)	

1.2 Overall Position – are we on track to achieve budget?

- 1.2.1 The table in para 1.2.2 sets out the Council's forecast revenue outturn for 31 March 2017 as at the end of June (Quarter 1). Against the surplus budget of £775k, the Council is in overall terms £73k over budget. The Council's forecast is a surplus of £705k.

1.2.2 The Revenue budget position at Q1 is as follows:

	Approved Budget	Revised Budget	Q1 Forecast Outturn	Latest Forecast Year End Variance
	£000	£000	£000	£000
People	15,907	16,424	16,715	291
Places	12,318	12,524	12,517	(7)
Resources	5,247	5,743	5,593	(150)
Directorate Totals	33,472	34,692	34,825	134
Fire Authority	75	0	0	0
Pay Inflation	331	0		0
Contract Inflation	150	150	0	(150)
Social Care Contingency	200	200	0	(200)
People First Saving	(235)	(235)	0	235
Net Cost of Services	33,993	34,807	34,825	19
Capital Financing	1,931	1,931	1,931	0
Interest Receivable	(220)	(220)	(235)	(15)
Net Operating Expenditure	35,704	36,518	36,521	4
Financing	(34,066)	(34,114)	(34,117)	(4)
Transfers to/(from) reserves	(553)	(1,468)	(1,395)	73
Revenue contributions to capital	180	186	186	0
Appropriations	(1,897)	(1,897)	(1,897)	0
(Surplus)/Deficit	(632)	(775)	(702)	73
General Fund 1 April 2016	(10,089)	(10,144)	(10,144)	0
General Fund 31 March 2017	(10,721)	(10,919)	(10,846)	73

1.2.3 The key points to note are:

- At net cost of service level, the Council is £19k over budget with an overspend of £134k at Directorate level being absorbed by the contract inflation and social care contingencies;

- The Places Directorate is under budget by £7k with a significant overspend (£200k) in waste management being contained within the overall budget through increased income and underspends across a number of areas. The over spend in waste management is not unexpected. At Quarter 4 it was reported that increased wastage and changes in prices have created a pressure not just locally for Rutland but across all Councils. More details are given in Appendix H;
- The People Directorate has achieved its PeopleFirst savings for 2016/17. These savings and some underspends are being absorbed by two key pressures in relation to management costs and fostering and adoption. Despite a reduction in interims and ongoing recruitment activity, there is a short term pressure arising from external support being used to recruit to senior positions and interims expected to remain for longer than envisaged as difficult to fill posts are tackled. In addition, as reported at Q4, unprecedented demand in fostering and adoption continues to place significant pressure on the budget;
- The Council is expecting an increase in investment income of £15k from better interest rates in 2016/17 although in the longer term investment income yields are expected to reduce following a revision in the medium term interest rates forecast from Capita;
- Less funding is being taken from earmarked reserves of £73k. This arises from net reduction in use of reserves (e.g Public Health, Welfare reserve, Digital Rutland and S38 income); and
- Outside the General Fund, there is an overspend on the Dedicated Schools Grant (DSG) arising from two new complex cases requiring very high cost placements. This pressure will be discussed at Schools Forum and options for recovering this position agreed.

1.3 Directorate spend – what’s the latest position at directorate level?

- 1.3.1 Directorate budgets do not include any support service budgets. The support service recharge budgets will be allocated to services at the year-end in line with the actual costs for support services. This enables Members to monitor any over or under spends on support services throughout the year.
- 1.3.2 A full analysis of Directorate performance in respect of each function is provided in the accompanying Budget Excel file which is available on the Council website at:

http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending.aspx

People Directorate

- 1.3.3 In overall terms, the People Directorate budget is forecast to be overspent by

£291k. As the Directorate is forecasting an overspend, the Director has provided an explanation below of the position in line with Financial Procedure Rules.

- 1.3.4 “Whilst the Directorate has met year 2 of its People First target, there are some service and staff pressures as highlighted in Quarter 4 which continue to have an impact on the budget position.

In the past year the Directorate has been working hard to reduce the number of interim staff in areas like adult and childrens social care where it, like many other local authorities, has experienced high turnover and difficulties in recruitment. In 2015/16 the cost of interims was contained through one off additional budget and vacancy savings as the Directorate was underspent overall. The original budget was based on permanent staff being in place (this is the Council’s usual approach) but was adjusted at Quarter 4 in the acknowledgement that some posts would take longer to recruit to (two Heads of Service posts and team manager posts in children’s social care). A new Head of Service in Children’s has been appointed and is expected to start in October. For the other Head of Service, a new recruitment exercise is at long list stage after an initial recruitment exercise was unsuccessful. To recruit to the Head of Service positions the Council has engaged external support (on a contingent fee basis) which was not expected when the budget was set. There is also one incidence of long term sickness in the team alongside additional demand in children’s social care which has resulted in extra support being required. The over spend in this area of £164k is being contained through savings elsewhere including People First savings.

With respect to the fostering service there is increasing demand, a trend which is also being experienced across the East Midlands. Whilst the Council cannot control the volume of cases it must deal with, it can try where possible (without increasing the safeguarding risk) to control costs through placement type. In Quarter 4 a detailed analysis was done of the position and caseload was exceeding the budgeted position and this trend continues. Whilst managed exits are planned for a number of young people who are currently in high cost residential or independent fostering placements which, will reduce some care costs, there is still pressure on the budget.

In order to maintain visibility of pressures, the Directorate is not requesting additional budget and will report an updated position at Quarter 2. In the intervening period, work will be undertaken to assess whether the increase in Looked After Children is a trend that is likely to continue to inform 2017/18 budget setting”.

- 1.3.5 As well as the two areas discussed above, there are some other over and under spends within the Directorate forecast. The main movements in forecast are as follows:

- An underspend on the Public Health budget of £60k. Public Health has been asked to identify savings of £200k by 2017/18 by reviewing

contracts and services. This underspend is due to changes in contracts already implemented;

- An over spend of £31k in Adults Social Care Community Inclusion service. Although the number of service users attending has remained static, the numbers being funded by other local authorities and Health have reduced leading to a loss of income;
- An under spend of £27k on Adult Social Care Daycare services. The forecast is based on the number of service users currently accessing the services for Learning Disabilities and Physical Disabilities and the fixed contracts for Older People. If the number of service users increases then the forecast underspend will reduce; and
- A forecast over spend of £95k in Children's Duty Social Care. This is due to the number of staff vacancies being covered by agency staff (see Appendix H2).

Resources Directorate

1.3.6 The Resources Directorate is forecast to be £150k under budget. The key points to note are:

- The upgrade to Agresso and Website projects are progressing on budget. There is still significant work to undertake and issues being discussed such as data migration which could have a one-off budget impact;
- As per prior years the demand for financial crisis support and the local council tax support hardship fund is lower than expected. Officers are intending to review the budgets for 17/18 in light of trends in the knowledge that there is an earmarked reserve available to meet excess demand;
- There are some staffing underspends in Finance, Revenues and Benefits and Corporate Support. All of these areas are experiencing some form of transition through the upgrade of Agresso (Finance), a service review in Revenues and Benefits and a structure review in Corporate Support. Moving forward, under spends in these areas could be made permanent depending on the outcome of ongoing work and subject to any necessary consultation; and
- Subject to formal approval within this report, there is now a £50k ring-fenced budget in place for the Chief Executive to use in applying changes to HR and Employment policies. This budget is forecast at 'zero' but could change if and when policies are applied.

1.3.7 No formal request for budget changes are being made as small overspends can be contained within the overall Directorate budget.

Places Directorate

1.3.8 In overall terms, the Places Directorate is under budget by £7k. The key movements in forecast are as follows:

- Development Control is forecast to be £49k under budget due to increased income from planning applications;
- Environmental Maintenance is forecast to be over budget by £35k assuming a handover of October for the Cemeteries to the Town Council. This forecast includes one-off costs to facilitate the transfer of £15k for headstone repairs and £18k for path refurbishment and litter bins;
- An underspend of £75k on Highways Management due to high development activity increasing income. For example, large fees being received for different phases of the Hawksmead development;
- Underspends on Transport Management of £82k (mainly due to the return of unused contributions to the Road Safety Partnership), Home to school transport of £26k (due to the integration of routes with local bus network) and Public Transport of £27k (due mainly to a reduction in use of the community transport for adult social care service as day centre contracts are being brought in house);
- A forecast over spend of £201k on Waste Management due to increased costs as a result of changes in the recycling market and increased tonnages. A detailed explanation is attached at Appendix H4; and
- A forecast over spend of £70k on Commercial & Industrial Properties due to extensive compliance works required at Oakham Enterprise Park. A more detailed explanation is attached at Appendix H5.

1.3.9 No formal request for budget change is being made as overspends can be contained within the overall Directorate budget.

Dedicated Schools Grant (DSG)

1.3.10 The Dedicated Schools Grant for 2016/17 is currently forecasting an over spend on the High Needs block of £437k against a budget of £3.5m. This includes 184 cases in the system currently being paid for. 5 further cases are expected at some point but the timing is uncertain and costs of provision will depend on various factors.

1.3.11 Costs are driven by both number and complexity of cases and how the needs of children are met whether in or out of county. In light of the current position, the challenge of meeting the needs of children within the current financial position will need to be discussed with Schools Forum and a way forward agreed.

- 1.3.12 In terms of the current financial position, there are various issues and options being explored and these will be discussed with schools and an update provided within the Quarter 2 Budget Report 2016/17.
- 1.3.13 Should the outturn be at the level forecasted the General Fund may be charged with costs. This is not included in the General Fund at present as other options are being explored.

1.4 Approvals – in line with Financial Procedure Rules (FPRs), what requests for changes to budget are being made?

- 1.4.1 In line with the Financial Procedure Rules para 4.10, Appendix D includes a full list of budget virements between functional budgets undertaken by Directors. None of these change the net budget.
- 1.4.2 Where Directors wish to increase a functional budget by over £100k or a budget is expected to be £25k overspent 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 or report retrospectively. This is particularly relevant for demand-led budgets or where the Council has a statutory responsibility to provide a service.
- 1.4.3 The table below summarises the overall position at the end of Q1:

Directorate	Within budget?	Ceilings>£25k overspent?	Requests for budget changes?
Places	Yes	Yes	No
Resources	Yes	Yes	No
People	No	Yes	No

- 1.4.4 Where functional forecasts are projected to be more than £25k over budget, a detailed explanation can be found within the functional workbooks. Where forecasts are projecting to be overspent by more than £50k (listed in the table overleaf) a detailed explanation of the current position is included in Appendix H. As indicated in para 1.3.4 there is no request for additional budget from the People Directorate to enable Council to keep clear visibility of where pressures exist.

Function	Amount Overspent	Further Detail Appendix H
Peoples		
Fostering and Adoption	£303,500	H1
Children's Duty Social Care	£93,700	H2
Directorate Senior Management Cost	£164,300	H3
Places		
Waste Management	£201,000	H4
Commercial and Industrial Properties	£69,500	H5

1.5 Fees and charges income – are key income budgets on target?

- 1.5.1 The Council collects a significant amount of income in areas such as car parking etc. The latest position, shown below, indicates that the overall income on key budgets will be on target:

Income Description	Current Budget £000	Q1 Forecast £000	Variance £000
Charging for Residential Accommodation	1,019	1,019	0
Parking Income	486	483	(3)
Rents from Business Units and Business Park	500	518	18
Planning Fees	328	373	45
Fairer Charging Income	260	281	21
Building Regulations	188	188	0
Waste management - Sale of Recyclables	120	36	(84)
Registrars - Births, Marriages etc.	118	156	37
Active Rutland Hub	93	37	(56)
Licensing - Premises, Traders, Events etc.	76	93	17
Total	3,188	3184	(5)

- 1.5.2 Residential care charging income can be volatile as it is based on caseload and the assessed package. The forecast is based on the current caseload and estimated weeks in care. Income projections expected to be in the region of £980k to £1,050k so forecast on budget
- 1.5.3 The increase in forecast on the Fairer Charging income is based on the fees being charged for the existing service users which is in line with the outturn position for 2015/16.

- 1.5.4 Planning Fees are exceeding targets due to increases in applications being received. In the first quarter there has been 10 more applications than the same quarter last year including one additional large application. The forecast is based on this trend continuing
- 1.5.5 Sale of recyclables has reduced significantly due to Dry Mixed Recycling that used to generate income now incurring costs. The change in market prices is a contributory factor to the overall overspend in waste as noted in para 1.3.8.

1.6 Earmarked Reserves – how are we using reserves?

- 1.6.1 The transfers from Earmarked Reserves include transfers specifically to cover service expenditure that would otherwise be funded from the General Fund.
- 1.6.2 At Q1, Places Directorate has identified the need to spend £14k of the Planning Delivery Grant reserve to support the development on the Local Plan. Therefore, approval is being sought to transfer this amount from the reserve.
- 1.6.3 Within the Budget Carry Forward reserve, there is £19k being held for the Welland Market Towns by the Council. It has been agreed that this funding will be distributed in Q2 and therefore approval is being sought to transfer the reserve to revenue for allocation.

Reserve	Ceiling £'000	Balance @ 1/4/16 £'000	Planned Use 2016/17 £'000	Forecast usage Q1 £'000	Transfers to Reserve £'000	Balance @ 31/3/17 £'000
Invest to Save	500	478	(60)	(60)	0	418
Internal Audit	Unlimited	35	0	0	0	35
Planning Delivery Grant	74	49	0	(14)	0	35
Welfare Reserve	150	153	(48)	(48)	10	115
Public Health Grant	Unlimited	415	(210)	(210)	61	266
Better Care Fund	Unlimited	334	(200)	(200)	0	134
Training	80	80	0	0	0	80
Social Care	750	623	(35)	(35)	0	588
Travel 4 Rutland	50	26	0	0	0	26
Insurance/Legal	250	250	0	0	0	250
Highways	300	309	(20)	(20)	20	309
National Non Domestic Rates	Unlimited	0	0	0	0	0
SEN Grant	Limited*	107	(107)	(107)	0	0
SEND Grant	Limited*	104	22	22	0	126

Reserve	Ceiling £'000	Balance @ 1/4/16 £'000	Planned Use 2016/17 £'000	Forecast usage Q1 £'000	Transfers to Reserve £'000	Balance @ 31/3/17 £'000
Digital Rutland	Limited to Funding	276	(228)	(228)	16	64
Tourism	Limited to Funding	49	(14)	(15)	0	34
Adoption Reform Grant	Limited*	57	0	0	0	57
Budget Carry Forwards		573	(533)	(552)	0	21
Commuted Sums		286	(36)	(36)	0	250
Total Reserves		4,204	(1,468)	(1,502)	107	2,809
Actual net use					(1,395)	
Limited to grant received						

2 CAPITAL PROGRAMME

2.1 Overall Programme – are we on track to achieve our approved capital budget?

2.1.1 The following table sets out the position against the Capital Programme as at the end of June 2016, including the total approved project budget, forecasted expenditure to the end of the project and variances against budget.

Portfolio	Total Project Budget	Expenditure (Prior Years)	Budget 2016/17	Estimated Outturn 2016/17	Variance 2016/17	Total Project Expenditure	Total Project Variance
	£000	£000	£000	£000	£000	£000	£000
Approved Projects							
People	896	314	581	581	0	895	(1)
Places	10,596	3,374	7,232	7,232	0	10,606	10
Resources	45	0	45	45	0	45	0
Total Approved	11,537	3,688	7,858	7,858	0	11,546	10

Portfolio	Budget 2016/17	Estimated Outturn 2016/17	Variance 2016/17
	£000	£000	£000
Financed by:			
Grant	(4,715)	(4,715)	0
Prudential Borrowing	(1,210)	(1,210)	0
Salix 0% Loan	(420)	(420)	0
Capital Receipts	(806)	(806)	0
Revenue Contribution to Capital Outlay (RCCO)*	(186)	(186)	0
Oakham North Agreement	(197)	(197)	0
S106	(324)	(324)	0
Total Financing	(7,858)	(7,858)	0

*£186k includes £6k Special Guardianship Order Requirement, and £180k Digital Rutland.

2.2 Approved programme – Are there changes to the approved programme?

- 2.2.1 The approved capital programme was £1.814m as per the Revenue and Capital Budget 2016/17 and Medium Term Financial Plan (Report No: 39/2016). The budget was revised to £7.027m as per the Outturn Report (Report No: 109/2016).
- 2.2.2 The table below shows that the programme during the first quarter of 2016/17 has increased by £831k, therefore giving a revised capital programme of £7.858m. This increase is analysed over following two areas:
- Approvals since the Outturn Report – these are projects which have been approved by Members since the outturn budget was reported. Further details of the approval can be found using the report numbers associated with the projects; and
 - Adjustments – these are projects which have been re-profiling based on cabinet approval, grant conditions or retention contract clauses e.g amendments due to changes in grant conditions, for example schools no longer receiving funding after converting to Academy status.
 - Requested Approvals – These are projects where additional resource is being requested within this report

Portfolio	Project	Amount £000	Amount £000
Approved Capital Programme (Outturn – Report No 109/2016)			7,027
Approvals Since Outturn			
Places	Street Lighting (Report: 01/2016)	420	
Places	Integrated Transport Block (Report: 198/2015)	(373)	
Places	Oakham Library (Report: 122/2016)	220	
Places	Oakham Enterprise Park – Additional Investment (Report: 100/2016)	500	
Places	Oakham Enterprise Park – S106 Education Premises (delegated authority Director of Places and Leader and Portfolio Holder for Finance)	55	
Total Approvals Since Outturn			822
Adjustments			
People	Devolved formula Capital (Adjusted for schools converted to Academy Status)	(6)	
Total Adjustments			(6)
Requests for Approval			
Places	Oakham Enterprise Park – S106 Education Premises (2.2.3)	15	
Total Requests for Approval			15
Total Adjustments to Capital Programme			831
Revised Capital Programme 2016/17			7,858

- 2.2.3 Initial quotes for the works to be completed in relation to this project have come in above estimations. A request is being made to increase the budget to enable the scheme to progress. It is projected that the return on investment will remain as previously advised with an adjustment to be made to the rental terms.
- 2.2.4 In terms of financing the capital programmes there has been one change. The capital budget assumed that the Oakham Castle Restoration Project would be funded through revenue resources (the general fund or earmarked reserves) as was the case in 2015/16. However, now that the council has available capital receipts, it is proposed that the council utilises capital receipts rather than general fund reserves. This represents a saving on the Invest to Save reserve as it is no longer being utilised to fund the Castle project.

2.3 Project progress – What is the current progress on major capital projects?

- 2.3.1 Highways – Report 01/2016 detailed the Highways Capital Programme. Currently we do not expect any delays or underspend on any of the highways capital programme. The majority of capital works for street lighting and surface dressing is expected to be completed by the end of Q3.
- 2.3.2 Oakham Castle – The project has identified budget pressures relating to the ongoing work on the curtain wall, primarily due to the more extensive repairs/re-building. Adjustments have been made to other elements of the project to ensure the overall position on the project is not affected. These adjustments have been approved by Heritage Lottery so there is no impact on the funding.
- 2.3.3 Liquid Logic - The implementation process for the Case Management Transformation Programme (CMTP) is now complete as all of the four major Liquidlogic modules (LAS (Adults), LCS (Children's), EHM (Early Help) and ContrOCC (Community Finance) have all been implemented and are being used by the services. The project is expected to formally complete by December 2016.
- 2.3.4 Capital Allocation Project Board (CAPB) – These are a series of projects to improve the condition of schools within Rutland. The CAPB have approved a number of schemes that will be completed during 2016/17. This includes works to the following schools
- Empingham CE Primary School
 - Exton CE Primary School
 - Uppingham C of E Primary School
 - Cottesmore Primary School

- North Luffenham
- Edith Weston
- Great Casterton C of E Primary

2.3.5 Digital Rutland – Phase 1 of Digital Rutland was completed in 2015/16. The phase 2 of the project is expected to be completed by December 2016. Phase 3 is currently under consultation and will be reported to cabinet shortly.

2.3.6 Other updates on capital projects are as follows;

- Special Guardianship extension – The final contribution was made in Q1. The capital project is now complete.
- Oakham Enterprise Park (OEP) – The capital programme includes £100k for investment of solar at OEP. This project is currently on hold due to capacity issues with the electricity sub stations.

2.3.7 Appendix 7 includes a detailed breakdown of the capital projects and current forecast

2.4 Unallocated projects – what are we planning?

2.4.1 Currently the Council is holding capital funds that have not yet been committed to a project. A breakdown of the funds held is shown in the table overleaf.

Uncommitted Funding Held	Opening Balance 2016/17 £000	Grant Awarded 2016/17 £000	Capital Financing 2016/17 £000	Uncommitted Funding £000
Adult Social Care	(415)	0	190	(255)
Basic Needs	(1,457)	(1,047)	25	(2,479)
Capital Maintenance	(1,054)	(196)	441	(809)
Highways	(709)	(2,407)	2,189	(927)
Schools Targeted Capital	(149)	0	0	(149)
Miscellaneous	(78)	(1,677)	1,686	(68)
Total				(4,656)
Developer Contributions	(1,859)	(1,432)	324	(2,967)
Oakham North Agreement	(1,440)	0	197	(1,244)
Capital Receipts (para 2.4.2)	(1,471)	(268)	306	(1,433)
Total Uncommitted Funding Available				(10,300)

2.4.2 The following table is a detailed breakdown of the capital receipts expected this financial year and the funding requirements for the 2016/17 capital programme.

Capital Receipts Summary	£000	£000
Opening Balance 2016/17		(1,471)
Capital Receipts received in 2016/17		
LSVT – Spire Homes	(18)	
Barleythorpe	(17)	
Total Capital Receipts received in 2016/17		(35)
Outstanding Capital Receipts 2016/17		
Bus Sale (Contractually Committed)	(123)	
LSVT – Spire Homes (Contractually Committed)	(50)	
Westfield Avenue (Garage Site)	(60)	
Total Outstanding Capital Receipts 2016/17		(233)
Capital Financing		
Liquid Logic	200	
Oakham Enterprise Park (para 2.2.2)	500	
Oakham Castle (para 2.2.3)	106	
Total Capital Financing		806
Un-committed Capital Receipts		(933)

3 MEDIUM TERM FINANCIAL PLAN (MTFP)

3.1 Overview - have there been changes since the budget?

- 3.1.1 The MTFP was updated as part of the budget setting process and then further updated in the outturn report (Report 109/2016). In the annual budget report (39/2016) it was explained that the MTFP is based on a number of assumptions in respect of inflation, pay inflation, funding, pension contributions, interest rates and business rates growth which, should they change, could have an adverse or positive impact on the MTFP.
- 3.1.2 In the last few weeks, there have been a number of important developments and events that could impact these assumptions including:
- The EU referendum and result
 - The publication of a consultation paper on Business Rates Reform (100% Retention)
 - A request from Government for evidence to support a Review of Local Government 'needs' (this is linked to 100% Retention)
 - Business Rates Revaluation
 - Progress on House building and New Homes Bonus
- 3.1.3 Section 151 Officers across the country are trying, as best they can, to work through what some of these issues might mean. There is still so much uncertainty that it is difficult to give a clear view – the MTFP therefore must be seen in this context. The following sections provide an update on and the potential consequences on the MTFP and the conclusion lists changes made to the MTFP in this quarter.

3.2 Brexit – what might the impact be?

- 3.2.1 Following the result of the referendum there has been much speculation about the impact for the UK and local authorities. The Council is in dialogue with its advisors – KPMG LLP, LG Futures and Capita – and is following the national economic position but the view is that it is still too early to get a clear picture on what it might mean for Rutland.
- 3.2.2 The Council was offered a 4-year funding settlement subject to exceptional circumstances. There has been no statement as to whether Brexit will alter the terms of this offer. The Chancellor has announced that there will be no emergency budget but has also stated that his plan of returning the UK into surplus by the end of this Parliament has been shelved. With a new Prime Minister appointed and a new Cabinet, the Autumn Statement will be critical for local authorities to understand what the impact on funding might be. At this stage, the Council assumes that the Government will want to honour the 4 year settlement offer.
- 3.2.3 The LGA has made a public statement re the £5bn of local regeneration

resources which are currently sourced from the EU. Whilst this Council receives little funding directly (there is none included in the MTFP), the regions for example do benefit through the work of the LEP and so it will be interesting to note whether this funding will be still be available in the future.

- 3.2.4 The impact on business in the UK still remains to be seen. Some big businesses have announced that they will move operations over to mainland Europe, others are still assessing the position. In the short term, the devaluation of sterling could be positive news for exporters but there is still uncertainty as to how sterling will move as the markets react to developments. The Chancellor has also indicated that corporation tax may reduce to below 15% to stimulate investment. In Rutland the picture is less clear. As far as we are aware no local businesses have made any significant announcements that might affect our view business retention or growth. Most Councils assume some level of business growth, our MTFP assumes little growth (<1%) and at this stage (with all the other uncertainties in respect of business rates) there is no reason to change this assumption.
- 3.2.5 The Pension Fund is currently going through a triennial review. This means that assets and liabilities are being revalued and contribution rates for employers are being reset. It is our expectation that contribution rates will increase and the MTFP provides for this. Any expected reduction in investment returns could have an adverse impact on pension fund performance. Although we are only just over a few weeks past the vote, the current impact is that bond yields have fallen (increasing the value of liabilities) but asset values have actually increased. Much of the Fund's exposure is overseas (equities, bonds, infrastructure etc.) and a decision was taken to unhedge this currency exposure in the lead up to the vote. The Fund selectively hedge currency exposure but the view of the manager was that the market was much too comfortable about a 'remain' vote, and even if this is what transpired there was relatively little upside for sterling. The downside of a 'leave' vote was considered substantial, which has proven to be correct. The 10% depreciation of sterling against the USD and Euro has added a significant amount of value to the Fund's assets. In summary, Brexit has so far not been overly significant to the Fund – although this might change in the months and years ahead. 1% increases to pension fund contributions for each of the next three years is still likely to be sufficient.
- 3.2.6 In terms of interest rates, the Bank of England has already stated that it will take all necessary steps to ensure stability, having taken extensive contingency planning with the UK Treasury and other central banks. Capita, our treasury advisors, based interest rate forecasts on a Remain vote and have now revised forecasts. The forecast shows that interest rates are expected to reduce in the short term and then increase but at a slower rate than previous forecasts. This prognosis is reflected in PWLB borrowing rates which are expected to fall and investment returns which are also expected to dip. Our expected returns from investments have been revised downwards in this context. This change has been reflected in the MTFP and the impact is an estimated £562k loss over the period 2017/18 – 2020/21.
- 3.2.7 The LGA is forming a unit to examine the implications on local government

of Brexit and as more information is available this will be shared.

3.3 Business Rates Retention – what does the consultation mean?

- 3.3.1 In October 2015, the Government announced that, by the end of this Parliament, local authorities will be able to keep 100 per cent of the business rates they raise locally. In order to ensure that the reforms are fiscally neutral, the main local government grants will be phased out and additional responsibilities will be devolved to local authorities.
- 3.3.2 Achieving these reforms will require a radical overhaul of the local government finance system. To implement this, government wants to work closely and in full collaboration with the sector, in particular the Local Government Association (LGA), as well as other representatives of local government, local councils and interested bodies.
- 3.3.3 A Business Rates Retention Steering Group was set up through which local government representatives and other interested bodies have provided information and expert advice to support the LGA and Department of Communities and Local Government in advising Ministers on the implementation of the reforms, with whom the final decision on the design and operation of the scheme will rest.
- 3.3.4 Two consultation papers have now been published which asks a series of question around a range of issues. One focuses on 100% Rate Retention and how it might work. The other focuses on Fair Funding – how should a Council's need for funding be decided. It is too early to assess whether the Council will be "better off". It was hoped that as part of the consultation some type of 'straw man' would be published allowing authorities to assess the impact of proposals but this is not the case at this stage. More technical consultation will be undertaken in the Autumn on 100% retention. The outcome of any Fairer Funding review will not be implemented until later in the Parliament.
- 3.3.5 One of key threads running through the consultation is about the level at which the Business Rates System might work i.e. Combined Authority, other regional model or individual local authority. The range of issues being discussed is summarised below:

Theme	Issues
1. What type of extra responsibilities might local government take on in the future? Or what issues might be funded locally rather than centrally?	<ul style="list-style-type: none">• Government will need to assess what quantum of rates are available to fund these responsibilities• Responsibilities could be delegated to areas or individual local authorities and could be different across regions• Transfer of responsibilities might give rise to funding risk

Theme	Issues
2. How often should the system be reset in the context of incentivising growth?	<ul style="list-style-type: none"> • Proposal is that Councils will not pay a “tax” on growth (currently 16.4% for Rutland) • A ‘reset’ means the amount given to local authorities (a baseline) would be moved up or down and tariffs (amount Councils give over to others)/top-ups (amounts Councils receive from others) adjusted • If a Council grows rates substantially it will want no ‘resets’. Conversely, those that do not grow will want a ‘reset’.
3. What level of risk might be built into the system and at what level?	<ul style="list-style-type: none"> • Income is at risk because of changes to Rateable Values or business failure • Should a local authority deal with ‘losses’ itself or at a national or a regional level • Existing protection is 92.5% (if rates fall to 92.5% of baseline Councils receive safety net payments) • As Council’s are not responsible for government economic policies, interest rates etc, Councils would like more protection
4. Should Councils have powers to reduce or increase rate levels?	<ul style="list-style-type: none"> • Currently business pays an amount determined by Rateable Value (decided by Valuation Office Agency - VOA) times by a multiplier (set by Government) • Local authorities likely to have power to reduce multiplier which could increase competition between authorities • Local businesses might ask why Councils have not reduced their bills • Local authorities likely to have powers to raise the multiplier by 2p and use proceeds to spend on infrastructure – how might local business respond?
5. How should a local authorities need be assessed and at what level e.g. Combined Authority?	<ul style="list-style-type: none"> • Recent needs assessment use various methods (expenditure, non-expenditure variables) • Any funding distribution will take account of existing available resource (Rutland is seen as having more resource than others because of council tax levels) • Needs could be assessed at a local authority level or at some other level and funding distributed at that level

3.3.6 The Council will look to respond to the consultation which closes in September. It is quite clear from the minutes of Steering Group meetings

(which are publicly available via the LGA website) and from the consultation that there are many issues to resolve, some are incredibly complex with no obvious solutions. The only “certainties” thus far are a) local councils will take on some new responsibilities, b) the funding allocation councils receive will be reassessed, and c) councils will have some powers to modify reliefs and rate levels.

3.3.7 At this stage, no changes have been made to the MTFP.

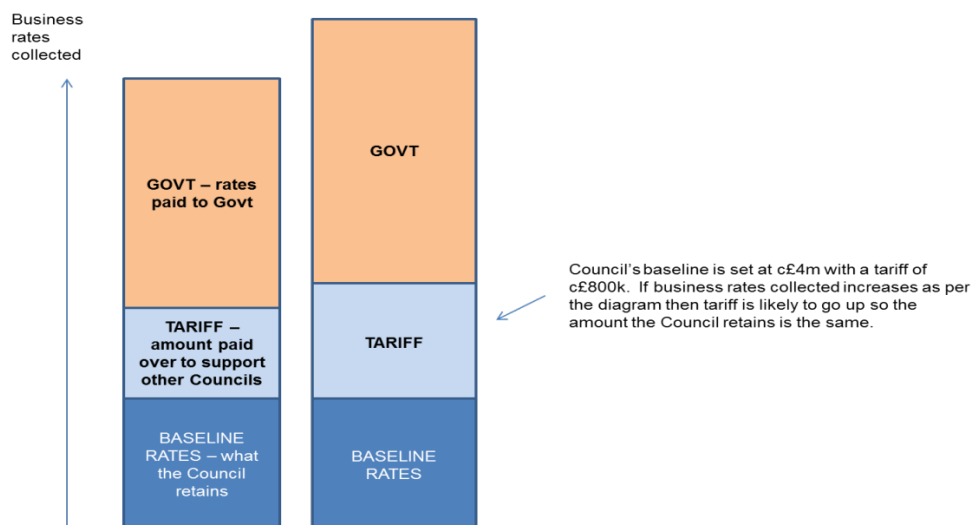
3.4 Business Rates Revaluation

3.4.1 At a revaluation, the government adjusts the value of business rates to reflect changes in the property market. It usually happens every 5 years. The most recent revaluation came into effect in England and Wales on 1 April 2010, based on rateable values from 1 April 2008. The next revaluations will be in 2017 in England.

3.4.2 The VOA is in the process of sending out statutory questionnaires to ratepayers seeking information about their business. Data such as rent cost and income figures will assist the VOA in determining the levels of assessment to be applied.

3.4.3 By the end of September 2016 the draft list should be compiled and in effect businesses will be informed of their new Rateable Value. Unfortunately the VOA will not provide local authorities with any useful information ahead of this time such as trends of movement, which means we will have to wait for the draft list before we can start forecasting the impact of the new rating list on our MTFP.

3.4.4 If after 1 April 2017 the Council has to collect more or less business rates, it is working on the assumption that the amount that it retains (the baseline) will be exactly the same as it is now. For this to be the case, if the Council collects more rates than it does now it is likely to pay a bigger tariff, if it collects less rates it is likely to pay a lower tariff. There is a risk that the baseline is adjusted but there is no indication this will be the case.



3.5 New Homes Bonus – what is the latest position?

- 3.5.1 The NHB is a scheme aimed at encouraging local authorities to grant planning permission for the building of new houses, in return for additional revenue. It is based on the net increase in the number of dwellings (additions less demolitions), with extra bonus for affordable homes, empty homes brought back into use and local authority owned and managed gypsy site pitches. Each additional property attracts a grant equivalent to the national average council tax for that Band (approx. £1,450 for a Band D property). An additional £350 is received for each affordable home.
- 3.5.2 In February the Government began consultation on changes to the New Homes Bonus (NHB) scheme. Whilst consultation closed in mid-March, there has been no announcement in respect of the results of consultation or what changes will be made. The MTFP assumes that the existing 6 year payment for every new home built or empty property returned to use will reduce to 4 years but the Council is awaiting final details of the revised scheme.
- 3.5.3 In terms of latest performance, the NHB allocation for 2017/18 is based on performance achieved between October 2015 and September 2016.

New Homes Bonus (Council Tax Band)	Start position CTB1 Oct 2015	Actual Jun 2016	Movement from base
A	1,594	1,604	10
B	4,465	4,525	60
C	2,988	3,036	48
D	2,397	2,412	15
E	2,258	2,284	26
F	1,578	1,588	10
G	1,248	1,254	6
H	145	145	0
Properties	16,673	16,848	175
Empty Homes	179	190	(11)
Movement			164
Target			300
% achieved			55%

- 3.5.4 The spread of the properties completed to date would provide the Council with £230k New Homes Bonus Funding (excluding any affordable homes element) this represents 51% of the budget for 2017/18 (£449k). One of the reason for being behind in terms of budget is that the spread of properties is weighted towards Band B/C properties whereas the budget assumes an average of a Band D property.
- 3.5.5 There are an additional 49 properties with the Valuation Office Agency (VOA) awaiting banding. Including these in the rating list would bring the movement to 213 which translates to 71% of the target.
- 3.5.6 There is a possibility that target will not be achieved during 2016/17. The

table below sets out some scenarios to demonstrate the potential loss of funding for 2017/18.

Build Rate	NHB Earned (£000)	17/18 Variance to Budget (£000)
Current Build Rate	307	142
Current Build Rate + 10%	338	111
Current Build Rate + 20%	368	81
Current Build Rate + 30%	399	50
Current Build Rate + 40%	430	19

3.5.1 Based on house building projections all of the funding lost in 2017/18 will be recouped in the following two years plus additional funding. This is mainly down to slippages of build rates on major developments since setting the budget and new developments coming forward.

3.5.2 In light of current progress expected housing completion numbers have been updated in the MTFP. The table below shows the impact on the MTFP of the revised house numbers. This has been based on achieving 220 additional houses in 2017/18 (in line with the latest housing trajectory assumptions).

MTFP Impact	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Builds expected	274	252	158	158	158	158	158	1,316
2016/17	(122)	(122)	(122)	(122)	-	-	-	(488)
2017/18	-	54	54	54	54	-	-	216
2018/19	-	-	111	111	111	111	-	444
2019/20	-	-	-	1	1	1	1	3
Total	(122)	(68)	43	44	166	112	1	176

3.6 Other updates

3.6.1 The Council's budgeted position on **Business Rates** is £4.221m. The amount of rates budgeted comprises actual rates retained net of the levy (£112k, payable because the Council has achieved an actual outturn above its baseline) and tariff (£796k). The rates retained figure also includes compensation from DCLG (in the form of section 31 grants) for rates foregone due (c£337k) for implementation of Government policy e.g. small business rate relief. The current forecast is in line with the budget with no major impact to the net income of £4.221m.

3.6.2 Council Tax represents 60% of the total income the Council receives, and even slight fluctuations can have a significant impact on the General Fund balance. For that reason the position on Council Tax is monitored closely. There are a variety of movements that can affect the **Council Tax Collection Fund Balance**, including additional Council Tax Support claims; fluctuations in the council tax base (e.g. number of properties the Council bills); and write offs. The current projected surplus is £64k which would be

paid in 2017/18 but this is not included in the current MTFP until Quarter 2.

- 3.6.3 The Council put £50k into a **Discretionary Hardship Fund** to support those who need additional support paying their council tax. The latest position is shown below. Awards have been made for the full year in order to reduce administration of repeat claims where claimants circumstances are unlikely to change.

Hardship Fund	2015/16 Outturn	Q1 Actual
Number of applications	191	61
Number awarded	144	61
Number of appeals (won)	1	0
Value of awards (£000)	26	18
Budget remaining (£000)	24	32

3.7 Summary – how has the MTFP changed?

- 3.7.1 In light of all the above updates, changes have been made to: investment returns (para 3.2.6) and New Homes Bonus (para 3.5.1/3.5.2).
- 3.7.2 Whilst other assumptions have not changed, the level of uncertainty is greater in relation to:
- Future funding including the 4 year offer;
 - Business rates retention and growth;
 - Council tax base;
 - Inflation; and
 - Interest rates.
- 3.7.3 Some local authorities are creating specific earmarked reserves to set aside funds to cover funding and other risks. The Section 151 Officer will review this Council's position as part of Quarter 2.

4 FINANCIAL PERFORMANCE

4.1 Debtors – are we recovering our debts?

- 4.1.1 The Council's aged debt position shows a slight decrease in debts outstanding from the previous quarter. The long term debt position has increased due to late payments in relation to income due from the Clinical Commissioning Group (CCG).

Aged debt	Q4 2015/16 £000	Q1 £000
0-30 days	831	597
31-60 days	194	72
61-90 days	17	134
> 91 days	252	397
Deferred Payments	286	298
Total	1,580	1,498
By Directorate		
People	968	924
Places	344	535
Resources	268	39
Total	1,580	1,498
By Recovery Rating		
Red	32	68
Amber	237	463
Green	1,311	967
Total	1,580	1,498

4.2 Investment Income – is our return on investments as expected?

- 4.2.1 In the first quarter, the Council's average interest rate received on investments has been 0.82% on an average investment balance of £27.942m which is an increase from 0.71% in 2015-16. As stated in para 3.2.6 interest rates are expected to decrease following the decision to leave the EU.
- 4.2.2 The budgeted interest for 2016/17 is £220k. The Council is currently forecasting investment income at being £235k. The table overleaf shows the current investments held.

Investment Number	Amount Invested	Interest Rate	Date Invested	Maturity Date	Number of Days
Banks - UK					
1	3,004,203	0.70%	120 Day Notice Account		
2	1,000,000	1.00%	29-Jul-15	27-Jul-16	364
3	1,000,000	1.00%	29-Jul-15	27-Jul-16	364
4	2,000,000	0.73%	06-Jun-16	06-Dec-16	183
5	1,000,000	1.05%	30-Mar-16	29-Mar-17	364
6	1,000,000	1.05%	30-Mar-16	29-Mar-17	364
7	3,000,000	1.05%	01-Apr-16	31-Mar-17	364
8	2,000,000	1.05%	12-Apr-16	11-Apr-17	364
9	1,000,000	1.05%	13-Apr-16	12-Apr-17	364
10	2,000,000	0.97%	29-Apr-16	28-Apr-17	364
Banks -Overseas					
11	1,000,000	0.70%	19-Jan-16	19-Jul-16	182
Building Societies					
12	1,000,000	0.70%	12-Jan-16	14-Jul-16	184
13	1,000,000	0.80%	19-Jan-16	19-Jul-16	182
14	1,000,000	0.72%	02-Feb-16	02-Aug-16	182
15	1,000,000	0.71%	10-Mar-16	13-Sep-16	187
16	1,000,000	0.73%	05-Apr-16	04-Oct-16	182
17	1,000,000	0.71%	03-May-16	03-Nov-16	184
18	1,000,000	0.71%	17-May-16	15-Nov-16	182
19	1,000,000	0.73%	24-May-16	24-Nov-16	184
20	1,000,000	0.75%	22-Jun-16	20-Dec-16	181
Money Market Funds					
21	50,914	0.40%	Instant Access		
22	85,575	0.47%	Instant Access		
23	10,000	0.46%	Instant Access		
Total	27,150,692				

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 purposes 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 so use of these reserves are not counted against the delegated limit for functional budget changes and are 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
Changes already made											
Approved Budget (39/2016)		33,993	1,711	(35,963)	(553)	180	(632)				
Budget Carry Forwards (109/2016 para 1.5)	ER	533			(533)		0		533		
Pay Award settlement 16/17 (i)		0					0				210
Senior Management Pressure (109/2016 para 1.4.7) (ii)	ER	20			(20)		0		140		
Better Care Fund Budget (109/2016 para 4.1.4)	ER/ Grant	215		(15)	(200)		0		215		
Carers Support – BCF Plan (109/2016 para 4.1.4)	GF	(85)					(85)		(85)		
Implementation of Education Healthcare Plans (109/2016)	ER	85			(85)		0		85		
Revenues and Benefits Deputyship Post (109/2016 para 4.1.4)	ER	23			(23)		0		23		
Digital Rutland (109/2016 para 4.1.4)	ER	48			(48)		0		48		

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
House Extension Scheme (109/2016 para 1.6.10)	ER				(6)	6	0		6		
Extended Right to Free Travel (109/2016 para 4.1.4)	Grant			(15)			(15)		(15)		
		34,832	1,711	(35,993)	(1,468)	186	(732)	0	950	0	210
Changes Awaiting Approval											
New Homes Bonus Share of Funds Held Back (iii)	Grant			(10)			(10)				(10)
Independent Living Fund (iv)	Grant			(8)			(8)				(8)
Pay Policy Budget (v)	GF	50					50		50		
Fire Authority (vi)	GF	(75)					(75)				(75)
		34,807	1,711	(36,011)	(1,468)	186	(775)	0	1,000	0	117

- (i) The pay award has now been settled for 2016/17 and 2017/18 at 1% a year for all staff on pay point 18 and above. Pay points 6 to 17 receive an increase between 10.28% and 2.3% over the same two year period. This along with the Senior Managers Pay review, has been implemented from 1st April 2016. Therefore, £210k has been transferred from the Pay award contingency (within the Net Cost of Services) to the three Directorates.
- (ii) The budget for People Directorate has been adjusted for the senior management pressure of £140k identified in the 2015/16 outturn report (109/2016 section 1.4). This has been funded using £120k of the pay award contingency (within the Net Cost of Services) and £20k from the Social Care Reserve.
- (iii) The Council has been notified of the return of New Homes Bonus Share of Funds held back. The grant is for £10k and as there is no expenditure associated with this funding, the additional income increases the budget surplus.
- (iv) Since the 2015/16 Q4 Outturn report (109/2016), the Council has received notification of the Independent Living Fund grant of £68k in 2016/17 (£60k was estimated within the original budget). As the expenditure has already been included in the budget, the additional £8k of income increases the budget surplus.
- (v) Council approved various amendments to Financial Procedure Rules in July, one of which related to the need for the Chief Executive to have access to a ring fenced budget in order to allow her to make some discretionary payments in line

with various HR and Employment policies e.g. payment of removal expenses for new recruits. The proposed budget includes a request for a £50k ring-fenced budget in line with the rules.

- (vi) The Fire Authority has confirmed that the £75k contribution earmarked in the budget for a first responder vehicle is no longer required. This gives a £75k saving on the budget.

Appendix C. Reconciliation of Directorate budgets

This Appendix shows the changes to individual Directorate budgets and in accordance with Financial Procedure Rules identifies movement of budgets between directorates.

	Approved Budget 2016/17 £'000	Budget Carry Forwards £'000 (i)	Pay Award £'000 (ii)	Senior Management £'000 (ii)	Better Care Fund £'000 (iii)	BCF - Carers Support £'000 (iv)	Use of Existing Reserves £'000 (v)	Revised Budget 2016/17 £'000	Transfer Mobile Phones £'000 (vi)	Ch Exec Pay Policy £'000 (vii)	Business Intelligence Manager £'000 (viii)	Fire Authority £'000 (ix)	Current Budget 2016/17 £'000
People	15,907	102	98	141	215	(85)	85	16,463	(17)		(22)		16,424
Places	12,318	115	52				48	12,533	(9)				12,524
Resources	5,247	316	60				23	5,646	26	50	22		5,743
Pay Inflation	331		(210)	(121)				0					0
Contract Inflation	150							150					150
Fire Authority	75							75				(75)	0
Social Care Contingency	200							200					200
People First Savings	(235)							(235)					(235)
Net Cost of Services	33,993	533	0	20	215	(85)	156	34,832	0	50	0	(75)	34,807

- (i) The budget carry forwards were approved as part of the Q4 Outturn report (109/2016 section 1.5)
- (ii) The pay award along with the Senior Managers Pay review have been implemented from the 1st April and therefore the budget has been transferred to the Directorates to cover these costs
- (iii) The 2016/17 Better Care Fund Plan has now been approved and utilises the £15k additional grant funding plus £200k use of the earmarked reserve

- (iv) The BCF plan requires the Council to spend a minimum of £85k of the fund on Carers Support in 2016/17. Therefore, £85k of the Carers Support budget can be charged to the BCF creating a People First saving on the General Fund.
- (v) Cabinet approved as part of the Q4 outturn report (109/2016 para 4.1.4) the use of existing reserves for Implementation of Education Healthcare Plans (£85k); Revenues and Benefits Deputyship post (£23k); and, Digital Rutland (£48k)
- (vi) The Council has implemented a new mobile phone contract and as part of the implementation it has been agreed to centralise the mobile phone budgets under the IT department.
- (vii) Please see Appendix B note (v)
- (viii) The Business Intelligence Manager post has been filled but was vacant for the first 4 months of the year. Therefore, the Directors of People and Resources have approved the transfer of the vacancy budget to Resources to support Corporate Projects
- (ix) Please see Appendix B note (vi)

Appendix D. Virements

This Appendix shows virements made within Directorate budgets in accordance with para 4.10 of the Financial Procedure Rules by Directors and the Chief Executive/Section 151 Officer.

Function	Current Ceiling	Revised	Movement	Reason
Drainage & Structures	£122,100	£147,100	£25,000	Transfer of the maintenance of drainage grips budget between functions
Environmental Maintenance	£1,142,100	£1,117,100	(£25,000)	
Planning Policy	£383,500	£259,900	(£123,600)	Transfer of Housing Options Team between functions
Housing	£108,400	£232,000	£123,600	
Long Term Childrens Social Care	£598,700	£644,500	£45,800	Movement of two posts between children services functions
Fostering & Adoption	£1,180,900	£1,135,100	(£45,800)	
ASC Support and Review - Daycare	£179,300	£203,300	£24,000	Daycare contract budget moved to Daycare function
ASC Support and Review – Other	£432,400	£408,400	(£24,000)	
ASC Prevention and Safeguarding	£184,600	£174,600	(£10,000)	Transfer of budget to support Adults Mental Health Services
ASC Support and Review – Other	£408,400	£418,400	£10,000	

Appendix E. People Budget Monitoring Summary

Function	Outturn 2015/16	Budget	Revised Budget	Q1 Forecast	Variance
Directorate Management Costs	1,817,667	1,472,400	1,622,400	1,786,700	164,300
Savings	0	(50,000)	(50,000)	(157,000)	(107,000)
Total Directorate Costs	1,817,667	1,422,400	1,572,400	1,629,700	57,300
Public Health	143,900	210,000	210,000	149,500	(60,500)
BCF Programme Support	37,320	85,200	85,200	85,200	0
BCF Community Prevention	182,263	217,000	217,000	217,000	0
BCF Supporting Independence	1,351,326	1,634,000	1,634,000	1,634,000	0
BCF Adult Social Care	158,498	325,000	325,000	325,000	0
Adults and Health (Ringfenced)	1,873,306	2,471,200	2,471,200	2,410,700	(60,500)
Non BCF Contract and Procurement	524,586	620,500	642,600	656,800	14,200
ASC Community Inclusion	576,246	648,700	658,600	689,500	30,900
ASC Prevention and Safeguarding	265,967	269,600	184,600	150,800	(23,800)
ASC Prevention and Safeguarding - Staffing	463,185	471,600	476,400	477,000	600
ASC Support and Review - Daycare	157,986	179,300	179,300	175,900	(27,400)
ASC Support and Review – Direct Payments	497,300	531,600	531,600	546,900	15,300
ASC Support and Review – Homecare	958,459	1,007,000	1,007,000	1,017,800	10,800
ASC Support and Review – Other	308,425	350,400	432,400	402,400	(16,000)
ASC Support and Review – Residential & Nursing	2,808,207	2,953,600	2,953,600	2,945,500	(8,100)
ASC Support and Review – Staffing	529,128	607,100	612,400	605,400	(7,000)
ASC Hospital and Reablement	272,563	415,600	421,900	402,700	(19,200)
Adults and Health (Non Ringfenced)	7,362,052	8,055,000	8,100,400	8,070,700	(29,700)
Safeguarding	160,432	177,700	178,200	163,100	(15,100)
Childrens Duty Social Care	457,305	229,700	231,300	326,000	94,700
Long Term Childrens Social Care	567,373	596,300	644,500	621,000	(23,500)

Function	Outturn 2015/16	Budget	Revised Budget	Q1 Forecast	Variance
Early Intervention – Targeted Intervention	864,046	898,500	902,700	944,600	41,900
Early Intervention – Universal and Partnership	360,845	433,800	435,800	405,800	(30,000)
Fostering and Adoption	1,215,718	1,179,100	1,135,100	1,438,600	303,500
Childrens	3,625,718	3,515,100	3,527,600	3,899,100	371,500
Schools and Early Years	863,357	651,400	742,200	724,700	(17,500)
Rutland Adult Learning and Skills Service (RALSS)	12,372	7,200	10,500	(20,200)	(30,700)
Learning and Skills	875,730	658,600	752,700	704,500	(48,200)
Total People - GF (Ringfenced)	1,873,306	2,471,200	2,471,200	2,410,700	(60,500)
Total People - GF (Non Ringfenced)	13,681,167	13,651,100	13,953,100	14,304,000	350,900
Total People – GF	15,554,473	16,122,300	16,424,300	16,714,700	290,400
Schools Dedicated Schools Grant (DSG)	226,546	0	0	436,600	436,600
Total People (Including DSG)	15,781,018	16,122,300	16,424,300	17,151,300	727,000

Appendix F. Places Budget Monitoring Summary

Function	Outturn 2015/16	Budget 2016/17	Revised Budget	Q1 Forecast	Variance
Directorate Management Costs	187,828	187,800	190,200	193,000	2,800
Development Control	(80,628)	210,100	215,200	166,300	(48,900)
Drainage & Structures	164,550	122,100	147,100	150,500	3,400
Emergency Planning	28,191	29,100	29,100	28,100	(1,000)
Environmental Maintenance	1,183,778	1,140,400	1,117,100	1,152,100	35,000
Forestry Maintenance	106,289	128,700	128,700	128,600	(100)
Highways Capital Charges	1,158,600	1,332,300	1,332,300	1,332,300	0
Highways Management	162,499	227,000	228,000	153,300	(74,700)
Home to School Transport	1,320,901	1,343,900	1,347,200	1,321,400	(25,800)
Lights Barriers Traffic Signals	269,102	271,200	271,200	248,600	(22,600)
Parking	(285,050)	(230,900)	(230,100)	(230,300)	(200)
Pool Cars & Car Hire	89,325	94,400	94,400	94,400	0
Public Protection	375,238	397,900	421,200	402,500	(18,700)
Public Rights of Way	111,956	119,700	108,000	98,500	(9,500)
Public Transport	804,019	819,200	819,200	792,700	(26,500)
Road Maintenance	1,038,174	927,500	927,500	927,500	0
Transport Management	412,821	382,000	464,300	382,800	(81,500)
Waste Management	2,226,556	2,124,900	2,124,900	2,325,900	201,000
Winter Maintenance	213,353	267,500	267,500	267,500	0
Crime Prevention	151,309	152,100	152,100	152,100	0
Environment, Planning and Transport	9,450,983	9,859,100	9,964,900	9,894,800	(70,100)

Function	Outturn 2015/16	Budget 2016/17	Revised Budget	Q1 Forecast	Variance
Planning Policy	397,233	356,500	259,900	286,700	26,800
Housing	88,305	108,400	232,000	220,000	(12,000)
Tourism	19,376	13,900	14,100	15,400	1,300
Health & Safety	35,144	37,000	37,400	37,400	0
Property Services	901,339	955,800	963,100	953,400	(9,700)
Building Control	3,944	(47,100)	(47,100)	(47,100)	0
Commercial & Industrial Properties	(143,690)	(212,900)	(212,000)	(142,500)	69,500
Economic Development	98,936	146,400	195,000	171,600	(23,400)
Culture & Registration Services	83,949	78,100	85,500	87,100	1,600
Libraries	425,397	444,500	448,000	450,300	2,300
Museum Services	340,572	358,600	360,500	356,100	(4,400)
Sports & Leisure Services	13,901	32,100	33,300	41,100	7,800
Development and Economy	2,264,406	2,271,300	2,369,700	2,429,500	59,800
Total Places	11,903,217	12,318,200	12,524,100	12,517,300	(7,500)

Appendix G. Resources Budget Monitoring Summary

Function	Outturn 2015/16	Budget 2016/17	Revised Budget	Q1 Forecast	Variance
Chief Executives Office	268,254	263,400	332,400	282,400	(50,000)
Directorate Management Costs	201,488	170,500	231,300	259,100	27,800
Corporate Costs	145,190	158,800	158,800	159,000	200
Pensions	221,692	220,000	220,000	217,200	(2,800)
Audit Services	134,610	160,000	161,700	160,900	(800)
Insurance	195,912	210,300	210,300	208,700	(1,600)
Accountancy & Finance	643,150	624,700	651,600	635,100	(16,500)
Information Technology	1,393,631	1,229,900	1,461,000	1,461,000	0
Corporate Support Services	465,129	515,800	519,300	484,100	(35,200)
Members Services	189,222	206,700	206,700	206,700	0
Customer Services Team	202,098	230,400	247,500	247,500	0
Elections	16,064	16,900	36,900	17,300	(19,600)
Legal & Governance	368,659	354,400	356,800	352,900	(3,900)
Human Resources	428,154	426,200	438,500	448,600	10,100
Revenues & Benefits	265,842	383,700	435,000	417,500	(17,500)
Financial Support	27,214	75,000	75,000	35,000	(40,000)
Total Resources	5,166,309	5,246,700	5,742,800	5,593,000	(149,800)

Appendix H. Adverse variances over £50k

This Annex shows requests for increases in budget ceilings where existing forecasts predict that budgets will be overspent or an explanation of the current position.

Reference	H1
Directorate	People
Function	Fostering and Adoption
Budget	£1,135,100
Forecast	£1,438,600
Amount requested	N/A
Source of funding requested	N/A
Rationale	In order to maintain transparency it is not proposed that the budget is altered for 2016/17 but is revisited as part of 2017/18 budget setting. In the intervening period, work will be undertaken to assess whether the increase in Looked After Children is a trend that is likely to continue.
Explain why existing budget can/cannot accommodate cost	<p>The over spend is entirely attributable to the cost of care placements and the increased numbers of children who came into care during the last quarter of 2015/16.</p> <p>The existing budget which was set on a caseload and mix which prior to 2015/16 was sufficient is funded to support:</p> <ul style="list-style-type: none"> • 0.3 children in residential placements (15 weeks of care); • 3 children in Independent Fostering Agency (IFA) placements; and • 20 children in in house placements. <p>This is the equivalent of:</p> <ul style="list-style-type: none"> • 15 weeks residential care - 17 weeks was required in 2015/16

- 155 weeks in independent fostering placements – 277 was required last financial year.
- 1,197 weeks in-house foster care- 1,223 weeks were needed.
- 555 weeks of special guardianship payments – 919 were needed.

The outturn for 2015/16 identified the following:

- Children in care increased from 33 at the start of the financial year to 40 at the end of March and 38 in June 2016.
- The in-house foster service has not had sufficient surplus capacity to absorb the increased numbers of Looked After Children. As a consequence the additional numbers of children received into care have had to be placed in more expensive independent fostering agency placements, including 6 between Jan and March 2016.
- Two residential placements were used in the latter part of 2015/16. One a court directed residential mother and baby placement and the other due to fostering breakdowns.
- The mix of in-house to IFA changed with less than 25% IFA placements at the beginning of the year and no residential placements, to around 1/3 IFA placements and 2 residential placements at the end of the year.

This budget continues to be over spent due to elevated numbers of placements and a different mix of provision than previously budgeted. If the pattern of provision continues as well as the levels of placements the budget will need to be reviewed, this continues to be monitored.

There have been effective steps taken to reduce placement costs including managed exits and foster carer recruitment. To date this has reduced the predicted overspend by 146K. However further increases in demand in Q2 are possible from the current child protection cohort and from unaccompanied asylum seekers being placed into the region from authorities such as Kent.

Reference	H2
Directorate	People
Function	5719 -Children's duty team
Budget	£224,000
Forecast	£317,700
Amount requested	N/A
Source of funding requested	N/A
Rationale	In order to maintain transparency it is not proposed that the budget is altered for 2016/17.
explain why existing budget can/cannot accommodate cost	<p>This budget covers the cost of running the children social care duty service and consists predominantly of staffing costs.</p> <p>Pressure on this budget was identified as part of the end of year narrative which highlighted the difficulty experienced recruiting on a permanent basis to these posts, substantial sickness for a period of time, and a very significant increase in workload that could not be dealt with within the existing resource base. The outturn report forecast a likely overspend of £100k in 2016/7 and this is supported by the current overspend pressure of £95k.</p> <p>There are 4 posts in this service and only 1 is filled on a permanent basis. Currently, that person is on long term sick leave and covered by a further agency post. The over spend is, therefore, the result of agency posts.</p> <p>A SW recruitment campaign is currently underway but posts in duty teams are notoriously hard to fill.</p> <p>Forecasting in Q1 is based upon the likelihood that agency SW's will still be required until November and that our recruitment campaign will be successful. If that does that prove to be the case the budget overspend forecast will increase.</p> <p>We are also looking at how we can re-design the interface between duty and long term work which may make it easier to recruit to these posts.</p>

Reference	H3
Directorate	People
Function	Directorate Senior Management Costs
Budget	£1,622,400
Forecast	£1,786,700
Amount requested	N/A
Source of funding requested	N/A
Rationale	In order to maintain transparency it is not proposed that the budget is altered for 2016/17.
Please explain why existing directorate budget can/cannot accommodate cost	<p>This budget covers costs associated with the senior management team for the People Directorate including the Director, Assistant Director, Heads of Service and team manager salaries.</p> <p>The forecast includes recruitment costs associated with the recruitment to two Heads of Service roles (Head of Safeguarding and Head of Learning and Skills). The estimated costs are £50k.</p> <p>There are also a number of vacancies at team manager level across all children's services – early help, children's social care, and lifelong learning. These vacancies are currently being covered by Interim managers</p> <p>Budget forecasts are predicated on ending one interim contract in August 2016, two interim contracts in September 2016, and a further three in November 2016.</p> <p>All posts are critical statutory posts and must be covered. A new recruitment drive has been commenced and the current forecasts are based upon this new drive being successful and new employees starting by the dates detailed.</p> <p>If this is not successful, then the forecast will need to be revised upward and will result in a further pressure on this budget.</p>

Reference	H4
Directorate	Places
Function	Waste Management
Budget	£2,124,900
Forecast	£2,325,900
Amount requested	£Nil
Source of funding requested	N/A
Rationale	In order to maintain transparency it is not proposed that the budget is altered for 2016/17. Moreover, overspend is being contained within overall Directorate budget for now.
Explain why existing budget can/cannot accommodate cost	<p>The budget set for 2016/17 allowed for 2% inflation but did not take into account continuing adverse pricing changes or potential increases in tonnages over and above those anticipated due to housing growth.</p> <p>At Q4 it was reported that there was likely to be a £200k over spend in 16/17 based on:</p> <ul style="list-style-type: none"> • Known changes in pricing/rates for Dry Mixed Recycling and Green Waste, including Dry Mixed Recycling moving from generating an income to incurring a cost; and • Some increases in waste tonnages in the latter part of 2015/16. <p>The latest data for April and May 2016 indicates some continued increases in waste arising during these 2 months.</p> <p>Detailed analysis compared with the same months in 2015, indicates:</p> <ul style="list-style-type: none"> • An increase of over 60tonnes (5%) of Green Waste, at a cost of £19.85 per tonne. • An increase of over 90tonnes (16%) of Dry Mixed Recycling, at a cost of £10.00 per tonne. • An increase of over 180tonnes (15%) of Residual Waste, at a cost of £89.97 per tonne. <p>In addition, Quarter 1 has seen an increase in repairs and maintenance costs at the Civic Amenity Sites.</p>

Reference	H5
Directorate	Places
Function	Commercial & Industrial Properties
Budget	(£212,000)
Forecast	(£142,500)
Amount requested	£Nil
Source of funding requested	N/A
Rationale	Overall Directorate budget is not overspent
Please explain why existing directorate budget can/cannot accommodate cost	<p>This overspend is being driven by the need to undertake certain works to ensure assets are compliant with building regulations at Oakham Enterprise Park. Failure to undertake these works will lead to a situation where certain assets cannot be let and therefore have an impact on the anticipated revenue stream.</p> <p>The sum of £69,500 recognises a projected shortfall in revenue income rather than an 'overspend' in the true sense of the word.</p> <p>This expenditure should be viewed as 'spend to save' as these works will improve the overall income levels from OEP over the short and medium term.</p>

Appendix I. Detailed Capital Programme

Directorate	Project Description	Total Project Budget	Total Project Expenditure	Variance	Total Budget 2016/17	Committed Expenditure	Estimated Outturn	Variance 2016/17	
People	Devolved Formula	32,000	32,000	0	32,000	7,991	32,000	0	
People	Disabled Facilities Grants	195,300	195,300	0	195,300	3,057	195,300	0	
People	Autism Innovation	18,500	18,179	(321)	3,500	0	3,500	0	
People	ASC System Replace	590,000	589,978	(22)	344,900	216,643	344,900	0	
People	Special Guardianship	60,000	60,000	0	5,789	5,789	5,789	0	
Total People Capital Programme		895,800	895,457	(343)	581,489	233,479	581,489	0	
Places	Digital Rutland	2,670,000	2,670,233	233	1,470,200	0	1,470,200	0	
Places	Oakham Enterprise Park	600,000	600,000	0	600,000	0	600,000	0	
49	Places	Capital Allocation Project Board	480,550	483,254	2,704	446,950	52,989	446,950	0
	Places	CAPB-Increase Capacity	132,580	132,580	0	25,000	11,927	25,000	0
	Places	Highways 2016/17	2,489,500	2,489,500	0	2,489,500	422,749	2,489,500	0
	Places	Highways Capital Project	41,400	41,288	(112)	36,500	15,722	36,500	0
Places	Integrated Transport Block	85,000	84,975	(25)	83,000	48,610	83,000	0	
Places	Active Rutland Hub	769,000	768,476	(524)	4,000	0	4,000	0	
Places	Sports Grants	500,000	499,914	(86)	202,500	21,000	202,500	0	
Places	Oakham Castle Restoration	2,400,100	2,400,096	4	1,583,700	499,057	1,583,700	0	
Places	Replacement CCTV	138,000	145,376	7,376	0	(14,258)	0	0	
Places	Oakham Library	220,000	220,000	0	220,000	0	220,000	0	
Total Places Capital Programme		10,526,130	10,535,693	9,563	7,161,350	1,057,796	7,161,350	0	
Resources	Agresso Upgrade	45,000	45,000	0	45,000	0	45,000	0	
Total Resources Capital Programme		45,000	45,000	0	45,000	0	45,000	0	
Total Capital Programme		11,466,930	11,476,150	9,220	7,787,839	1,291,276	7,787,839	0	

Appendix J. Medium Term Financial Plan

The MTFP shows spending plans and funding position for the current and next 4 years. The references (Ref) refer to assumptions in the table that follows.

Ref		2015/16 Q4 Outturn	2016/17 Proposed	2016/17 Q1 Forecast	2017/18 Proposed	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed
		£	£	£	£	£	£	£
1,2,3,19	People	15,554,500	16,463,000	16,714,700	16,058,400	16,618,900	16,929,700	17,343,700
1,2,3,19	Places	11,903,200	12,533,000	12,517,300	12,642,800	12,896,700	13,179,400	13,453,800
1,2,3,19	Resources	5,166,300	5,695,900	5,593,000	5,557,400	5,669,900	5,783,800	5,889,700
4	Pay Inflation Contingency	0	0	0	308,200	716,300	1,148,200	1,591,200
5	Contract Inflation		150,000	0	153,000	156,100	159,200	162,400
6	Adult Social Care Contingency	0	200,000	0	200,000	200,000	200,000	200,000
	People First Savings	0	(234,800)	0	(512,800)	(612,800)	(612,800)	(612,800)
	Net Cost of Services	32,624,000	34,807,100	34,825,000	34,407,000	35,645,100	36,785,800	38,025,400
7	Capital Financing	1,897,000	1,930,601	1,930,601	1,904,945	1,881,825	1,858,890	1,836,103
8	Interest Receivable	(254,000)	(220,000)	(235,000)	(180,000)	(210,000)	(170,000)	(155,000)
	Net spending	34,267,000	36,517,701	36,520,601	36,131,945	37,316,925	38,474,690	39,706,503
15/18	Other Income	(576,604)	(272,500)	(275,484)	(101,800)	(50,900)	0	0
13	New Homes Bonus	(808,606)	(1,230,055)	(1,230,024)	(1,174,255)	(1,461,755)	(1,563,417)	(1,385,200)
17	Better Care Fund	(2,046,000)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)
14	Social Care In Prisons	(294,198)	(70,138)	(70,138)	(70,138)	(70,138)	(70,138)	(70,138)
16	Rural Delivery Grant		(843,258)	(843,258)	(680,891)	(523,763)	(680,891)	(680,891)
23	Transition Grant		(339,932)	(339,932)	(336,573)	0	0	0
	Council tax freeze grant	(218,634)	0	0	0	0	0	0
9	Revenue Support Grant	(4,060,409)	(2,353,919)	(2,353,919)	(888,716)	30,692	958,318	958,318
10	Retained Business Rates Funding	(4,221,300)	(4,770,200)	(4,770,200)	(4,677,800)	(4,790,200)	(4,969,600)	(5,162,300)
12	Council Tax	(20,685,300)	(21,502,700)	(21,502,700)	(22,234,300)	(22,907,100)	(23,572,400)	(24,255,300)
11	Adult Social Care Precept		(421,700)	(421,700)	(857,600)	(1,306,700)	(1,768,900)	(2,244,500)
21	Collection fund surplus		(248,000)	(248,000)	0	0	0	0
22	Capital met from Direct Revenue	244,200	186,000	186,000	0	0	0	0
20	Transfers to/from earmarked reserves	(214,000)	(1,468,200)	(1,395,000)	(124,800)	(124,800)	(78,600)	(78,600)
	Appropriations	(1,854,900)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)
	(Surplus)/Deficit for year	(468,751)	(775,101)	(701,954)	1,026,872	2,154,061	2,770,862	2,829,692
	Balance brought forward	(9,675,000)	(10,143,751)	(10,143,751)	(10,845,705)	(9,818,833)	(7,664,771)	(4,893,909)
	Balance carried forward	(10,143,751)	(10,918,852)	(10,845,705)	(9,818,833)	(7,664,771)	(4,893,909)	(2,064,217)
	New Homes Bonus (2 Years at Risk)				(251,900)	(265,900)	(425,138)	(705,655)
	Balance carried forward with NHB	(10,143,751)	(10,918,852)	(10,845,705)	(10,070,733)	(8,182,571)	(5,836,847)	(3,712,809)

Ref	Expenditure /Funding	Assumptions/Commentary
1	Directorate Costs	<p>Directorate costs for 2017/18 assume 2016/17 as a starting point and build in inflation and any changes to National Insurance contributions.</p> <p>Inflation is built into the MTFP to cover potential cost increases. The level of inflation ranges from 8% for fuel (gas, electric etc.) to 2% for general inflation (supplies and services).</p>
2	Pension contributions	The Council's contribution rate to the Local Government Pension Scheme (LGPS) is expected to increase by approximately 1% per annum. The following rates are built in to the MTFP 20.7% 2015/16, 21.7% 16/17, 22.7% 17/18 23.7% 18/19 and 24.7% 19/20
3	Apprenticeship Levy	As part of the Comprehensive Spending Review (CSR) the government announce the introduction of the apprenticeship levy at % of the total pay budget. An appropriate amount, £54k, has been built into the MTFP from 17/18 and beyond.
4	Pay Inflation Contingency	Council assumes pay inflation will be 2% pa from 18/19. 16/17 and 17/18 are updated for the agreed settlement for those years. The contingency also includes amounts set aside to meet the cost of additional pension contributions, pay upgrades and those outside the pension fund re-joining the scheme.
5	Contract inflation	This is an amount set aside to cover above inflation rises should they materialise on key contract, pay, supplies etc.
6	Adult Social Care pressures	This is set aside to cover demographic and demand pressures on Adult and Social Care. Rather than increase individual budgets the Council will hold a contingency and allocate it when it knows where the demand pressure is e.g. home care, residential care etc
7	Capital financing	<p>The capital financing charges are made up of 2 amounts;</p> <ul style="list-style-type: none"> • Interest Payable – this is fixed over the life of the MTFP at c£1m per annum. This is all payable to the Public Works Loan Board (PWLb) • Minimum Revenue Provision (MRP) - An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.
8	Interest	This represents the amount the Council expects to earn from investing cash balances held.

Ref	Expenditure /Funding	Assumptions/Commentary
9	RSG	The 4-year settlement 'offer' figures from Government. The MTFP assumes that RSG reduces to £0 by 2019/20.
10	Business rates	<p>The amount to be retained under "Business Rates Retention" (BRR) scheme has been updated in line with the current year forecast, a view about growth for 16/17 and the baseline and tariff figures given by Government.</p> <p>The Council has seen little growth this year and it is not envisaged that this will have a material change on NNDR yield given likelihood of appeals and increased level of reliefs. The Council's NNDR1 return will not be completed until late January (when the form is issued) so all NNDR figures are provisional. A 5% increase in growth would yield approx. £300k for the Council. Conversely, the Council could lose up to £350k before the Government provides safety net funding. The potential loss of income through appeals remains a risk and could have a significant impact on business rates revenue.</p>
11	Social care precept	The MTFP contains an additional social care precept on council tax built in at 2% to deal with the rising costs of social care.
12	Council tax	Tax rises built in at 1.99%. The tax base continues to increase with housing growth and over the next 4 years it is assumed that the number of Band D equivalents will increase by c80-90. An increase in local council tax support claims could dampen this growth but in 15/16 the number of claimants has reduced.
13	New Homes Bonus	<p>The MTFP uses projections from Planning on new homes and damping of 10%.</p> <p>The NHB scheme is under review. The MTFP assumes NHB payments will be received for 4 years starting from 2017/18.</p>
14	Social Care in prisons	The only Care Act funding not part of RSG is the funding for social care in prisons which is funded by a Department of Health grant.
15	Other Income	<p>The other income includes to grants</p> <ol style="list-style-type: none"> 1. The ESG allocation is £154k in 16/17 but is assumed to go to £0 by 19/20. 2. Independent Living Fund (ILF) allocation is £68k for 16/17 only
16	Rural Delivery Grant	The MTFP builds in grant as per the Government 4-year offer.
17	Better Care	The Better Care Fund (BCF) allocations are built in based on 2016/17 figures.

Ref	Expenditure /Funding	Assumptions/Commentary
	Fund	
18	Non-ring fenced grants	<p>The only non-ring fenced grant included within the MTFP is the ESG grant.</p> <p>The Council generally receives additional grants during the year and these will be reported as the council is notified e.g. Small Business Rates Relief Cap.</p>
19	Ring fenced grants	These grants are included within cost centres and not shown with other funding streams. The biggest ring fenced grant is for Public Health. Grant level is based on 16/17 allocation.
20	Earmarked Reserves	The Council earmarked reserves set aside for specific purposes. Where these are planned to be used the spending has been included within the relevant Directorate costs and the total funding used is shown as a Transfer from earmarked reserves in the MTFP.
21	Collection Fund Surplus	<p>The Collection Fund is the collective name for the financial management of the collection of Business Rates and Council Tax.</p> <p>If a surplus or deficit remains in the Collection Fund at the year-end it is subsequently distributed to, or borne by the billing authority (in this situation the Council) and the preceptors (Police and Fire Authorities). Billing authorities are required to estimate the expected Collection Fund balance for the year to 31 March in order that the sum can be taken into account by billing authorities and preceptors in calculating the amounts of Council Tax for the coming year. The difference between the estimate at 15 January, and actual position at 31 March will be taken into account in the following financial year.</p>
22	Capital met from Direct Revenue	This represents the amount of revenue expenditure that is funding capital projects.
23	Transition Grant	Additional funding in the form of transitional grant has been given in both 2016/17 and 2017/18 for the Councils adversely affected by the change in distribution of central funding.

CABINET

16th August 2016

Performance Management Report – Quarter 1 2016/17

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/130516/05	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr Terry King, Leader of the Council	
Contact Officer(s):	Jason Haynes, Performance and Application Support Team Manager	Tel: 01572 720962 jhaynes@rutland.gov.uk
	Helen Briggs, Chief Executive	Tel: 01572 758201 hbriggs@rutland.gov.uk

DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the overall position in relation to performance for the first quarter of 2016/17 and the actions being taken to address areas of underperformance.

1. PURPOSE OF THE REPORT

- 1.1 To report to Cabinet on the Council's performance for the first quarter of 2016/17.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 This is the first quarterly Corporate Performance Management report of 2016/17, highlighting performance for the year to date. It is intended to update Cabinet in performance:

- Against our strategic aims and objectives;
- Of the Customer Services team;
- On the sickness absence targets; and
- On Safeguarding

It is also intended to provide an update on a number of projects that the Authority is involved in delivering; this information is provided in the Project Update appendix to the report (**Appendix E**)

- 2.2 Members will be aware that the Corporate Plan is due to be approved by Council in September. Following this, the quarterly report will be refreshed and amended to reflect the objectives and targets within the new plan.

3. OVERALL SUMMARY

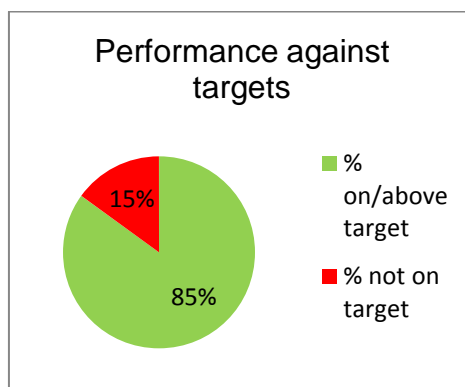
- 3.1 This report brings together an update on progress across a number of areas:

Performance against our Corporate Aims and Objectives

- 3.2 **Appendix A** contains detailed information on the Council's performance in relation to a number of local and statutory indicators covering the Council's Aims and Objectives, summarised below.

Overall Performance Summary

- 3.3 The performance against targets graph represents how many indicators are currently above and below target. 85% of indicators were on/above target at the end of Quarter 1.



Corporate Health

- 3.4 362 Freedom of Information requests were received during Quarter 1, and 352 (97%) of these were answered within the 20 day deadline (LI004 % of FOI requests replied to within 20 days). Despite the extraordinary work pressures in May and June due to both the PCC election and EU Referendum, the FOI team has kept performance at an extremely high level and current performance is an improvement on last quarter (92%) and the same point last year, where 95% of requests were completed on time
- 3.5 The table below shows a comparison of performance in the current quarter, and for the four quarters of 2015/16:

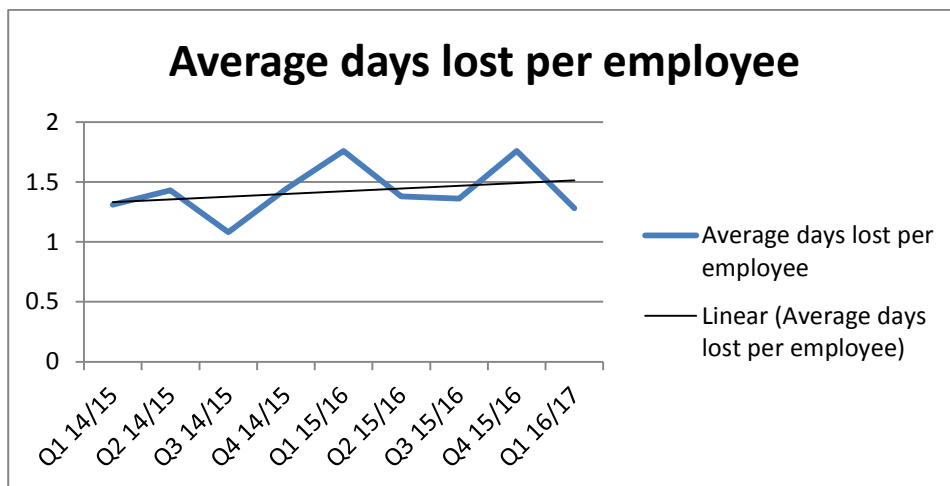
Quarter	No of FOI Requests	Completed on time	Quarter %	Cumulative %
1 16/17	370	360	97	97
4 15/16	373	343	92	96
3 15/16	344	340	99	97
2 15/16	345	338	98	96.5
1 15/16	392	373	95	95

3.6 The FOI's received during Quarter 1 can be broken down as follows:

Directorate	Number of FOI's	Number/% over 20 day deadline	
People	71	5	7%
Places	66	5	7.6%
Land Charges	148	0	0%
Resources	85	0	0%

Sickness Monitoring

- 3.7 Sickness absence within the first quarter has reduced (1.28) compared to the last quarter of 2015/16 (1.75). this demonstrates strong performance in the management of sickness absence, and provides reassurance that the change to the sickness payment rules from 1st April has not had a detrimental impact on absence levels. This quarter has seen the resolution of some long term sickness cases and a reduced number of occurrences of short term absence.
- 3.8 The chart below shows average days lost per employee over the last three years. There has been a decrease on the last quarter (down to 1.28 from 1.75 in Quarter 3), and current sickness levels are the lowest they have been since Quarter 3 (Oct-Dec) 2014/15.



More detailed information relating to sickness is contained in **Appendix A**.

Customer Services

- 3.9 Since April the Customer Services team have delivered improved performance on their key performance metrics. The percentage of abandoned calls is currently at 13% (against a target of 8%) which is at a similar level to Quarter 4 2015/16. When analysed by month, the performance has improved from 17% in April to 8% abandoned in June.

- 3.10 The other key metric, Calls answered within 15 seconds was 40% for Quarter 1, against a target of 75%. By month, again performance has improved from 36% in April to 46% in June.
- 3.11 An improvement plan is currently being implemented and this has helped improve performance. Key areas of development include additional resources to stabilise the service, the introduction of a service level agreement between services, the review of the Customer Service Standards, implementation of a new call transfer protocol and improvements to the consistency of service provided to customers.

Detailed performance information for Customer Services is contained in **Appendix B**.

Delivering Council Services within our MTFP

- 3.12 During Quarter 1, 15 meetings were held (with 23 held during Quarter 4), with 100% of agendas (LI031) and 100% draft minutes (LI032) published on time for these meetings.
- 3.13 The authority received 40 complaints during Quarter 1, and 37 were answered within the agreed 10 day timescales (LI034). The table below shows that this is an improvement on performance when compared to all four quarters of 2015/16 and reflects the good work the Governance team are doing to improve response rates in this area.

Quarter	Number of complaints	% answered within timescales
Q1 2016/17	40	93%
Q4 2015/16	50	76%
Q3 2015/16	32	75%
Q2 2015/16	46	59%
Q1 2015/16	42	77%

- 3.14 The Corporate Governance team are continuing to monitor compliance with agreed timescales; reminders are sent to the lead officer on two occasions before the 10 working day deadline. However, on some occasions, the issue is complex and may need more time allocation to resolve the customer's concerns. In these cases, the customer is always kept informed of any extensions to the agreed timescales. It can be seen from the percentage of compliance that overall, performance has improved in this area. The stage 1 complaints received during Quarter 1 can be broken down as follows:

	People*	Places	Resources
Stage 1 Total	13*	21	6
Number exceeding 10 day response target	0*	3	0
% within 10 day response target	100%*	86%	100%

*Peoples Directorate stage 1 complaints follow a separate social care protocol

9 of these complaints were escalated to stage 2, with 2 exceeding the 10 day response target.

	People*	Places	Resources
Stage 2 Total	5	4	0
Number exceeding 10 day response target	1	1	0
% within 10 day response target	80%*	75%	n/a

*Peoples Directorate stage 2 complaints follow separate social care protocols with a different statutory timescale.

- 3.15 During Quarter 1, we also received comments and compliments as set out below, these are passed onto Heads of Service within the relevant departments to discuss with staff involved. An annual report on the comments and compliments received by the Local Authority, and the outcomes and lessons learned is currently being produced for submission to Resources Scrutiny panel later in the year.

Comments – 11 received during Quarter 1

	People	Places	Resources	Quarter total
Quarter 1	0	5	6	11

Compliments – 26 received during Quarter 1

	People	Places	Resources	Quarter total
Quarter 1	5	14	7	26

- 3.16 There was one priority one call logged with the ICT Service Desk (LI033) during Quarter 1, which related to issues with staff remote access. This was closed outside of SLA due to delays with procurement of a replacement license from the software provider. The issue was reported on a Friday morning and although it was resolved outside of timescales it was resolved before the end of the working day so the service was available for the weekend and the issue only affected those working away from the office during the day.

Creating a Brighter Future for All

Q1	11	1	2
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- 3.17 During Quarter 1 85 of the contacts received through the Children's Duty team moved onto referral. 62 of these (76%) went onto Single Assessment during the period (PI068). The table below shows the breakdown of these referrals by source with the most referrals (24%) coming from Education during Quarter 1:

Referral Source	Amount of Referrals	% of total
Education	20	24%
Health	10	12%
Children's Services	11	13%
Police	7	8%
Child Abuse Unit	8	9%
Other Local Authority	6	7%
Neighbour/Relative/Friend	3	4%
Other/Anonymous	9	11%
Military	2	2%
Voluntary Agency	4	5%
Housing	5	6%

3.18 67% of single assessments (PI060) have been completed within 45 days against a target of 80%. This is comparable to the previous quarter, where performance was 66%.

3.19 Performance in the current quarter has steadily improved and with the move to the new Liquidlogic system now complete it is expected to move above target in the next quarter:

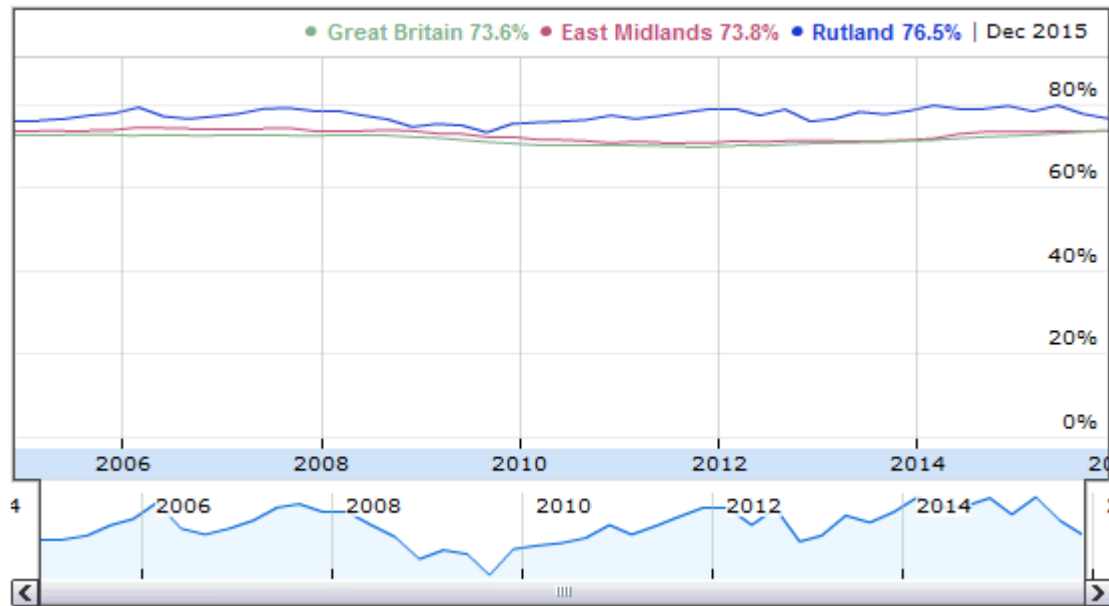
Month	% of single assessments completed within timescales
June	78%
May	68%
April	56%

3.20 12 children have become subject to a child protection plan so far during 2016/17, 3 (25%) have previously been on a plan (PI065), taking us above our local target of 10%. Although this is an increase on the previous quarter (12%), all 3 children's previous plans were over 5 years ago.

3.21 5.5% of the eligible population of Rutland are currently claiming benefits as of latest published figures for August 2015 (PI152, working age people in receipt of benefits). In comparison, the average for the East Midlands is 12%, and the national average is 12.5%.

3.22 76.5% of the working age population of Rutland is currently in employment (PI151, Jan 2015 – Dec 2015), a drop from 77.8% but still above East Midland and National averages.

The graph below shows a comparison of this against the East Midland and National average over a number of years:



- 3.23 The table below compares the overall employment rate in Rutland with a number of our statistical neighbours and also how each has changed since last quarter.

Local Authority	Overall Employment Rate	Change since previous quarter
West Berkshire	83.2%	+0.5%
Central Bedfordshire	79.4%	+0.8%
Wiltshire	79.3%	-0.2%
Rutland	76.5%	-1.3%
Bath and NE Somerset	76.5%	-0.1%
Cheshire East	75.0%	-0.1%
Cheshire West	73.6%	-0.5%

Creating a Safer Community for All

Q1	2	0	0
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- 3.24 There have been 4 people killed or seriously injured on our roads during 2015/16 (PI047). Our target is to reduce by 40% from the baseline the number of road traffic casualties on Rutland roads by 2020, and we are still on track to achieve this target.

No children have been injured in road traffic accidents (PI048) in Rutland so far during 2016/17.

Building our Infrastructure

Q1	4	0	0
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- 3.25 Only 5 affordable homes have been delivered (PI155) in the first quarter of 2016/17 against a target of 11, however there are currently 75 forecast to be completed during

the year and performance will be monitored over coming months to ensure our annual target is achieved.

Meeting the Health and Wellbeing Needs of the Community

Q1	9	0	1
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- 3.26 During Quarter we received 173 applications for Blue Badges and 169 (98%) were processed within timescales (LI105). Applicants not being able to attend until after the deadline and waiting on additional information from GP's to support service users applications were the reasons for the other 4 applications not being on time during the quarter.
- 3.27 30 service users have been discharged from hospital during the first three months of 2016 (January – March), and of these 90% (27) were still at home 91 days later (LI182). The table shows the breakdown for the year so far by age group:

	65 to 74	75 to 84	85 and over	Total
Number of discharges in 2015/16 where the intention is for the patient to go back home	5	11	14	30
Number of the above who were still at home 91 days later	4	10	13	27

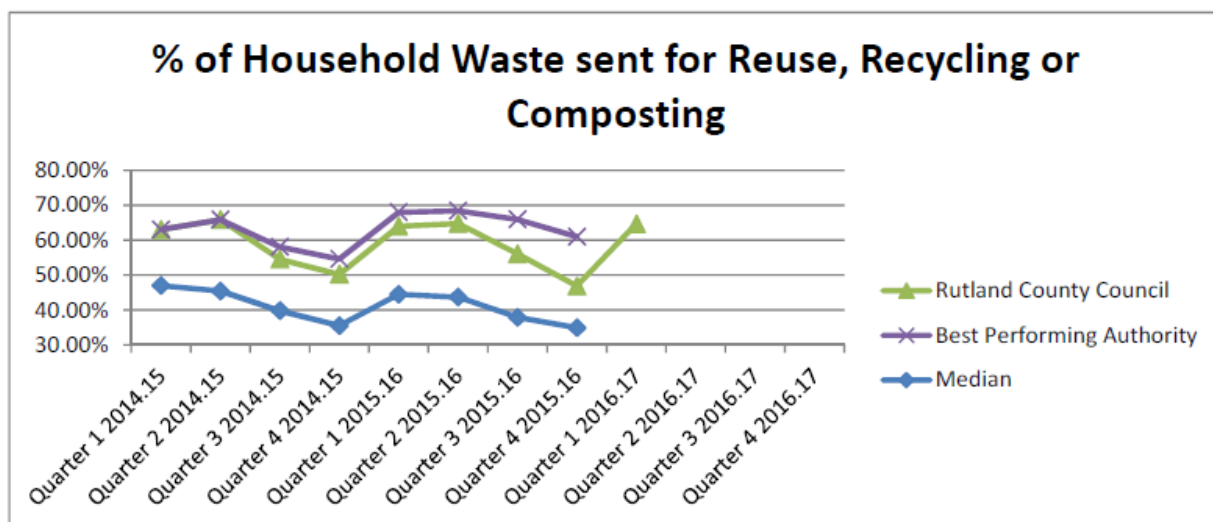
- 3.28 The number of days spent in temporary accommodation has increased this quarter (LI130), up to 33 days (from 27 in Quarter 4 2015/16) against a target of 18 days. There has been a general increase in the number of placements and the Authority currently has some applicants that it is unable to move out of temporary accommodation due to a current lack of one bedroom accommodation in Rutland.
- 3.29 A dashboard, summarising performance against a number of Public Health indicators is included as **Appendix D**

For a number of indicators trend data is currently unavailable as we currently only have 1 or 2 years data. As Public Health supply us with more data, trend analysis will be added where appropriate.

Creating a Sustained Environment

Q1	3	0	0
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- 3.30 Estimated recycling rates (PI192) remain above our 59% target at 64.6% at the end of Quarter 1 and recycling rates in Rutland remain high in comparison to local and statistical neighbours. The table below shows Rutland performance in this area over the last three years, with estimated data used for the current quarter.

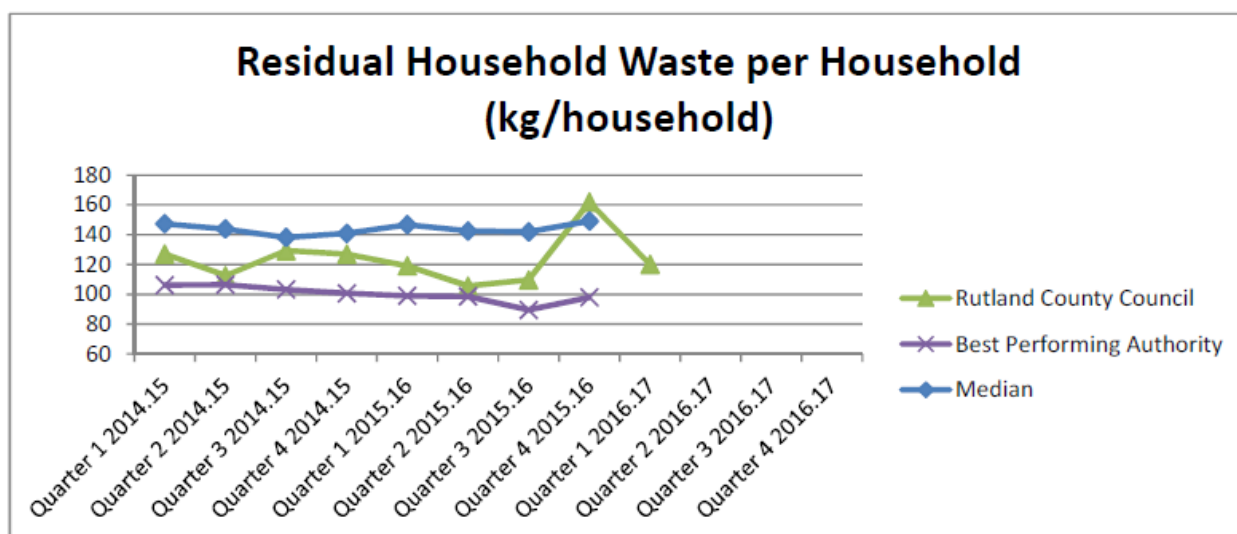


** Benchmarking data only available one quarter in arrears. **

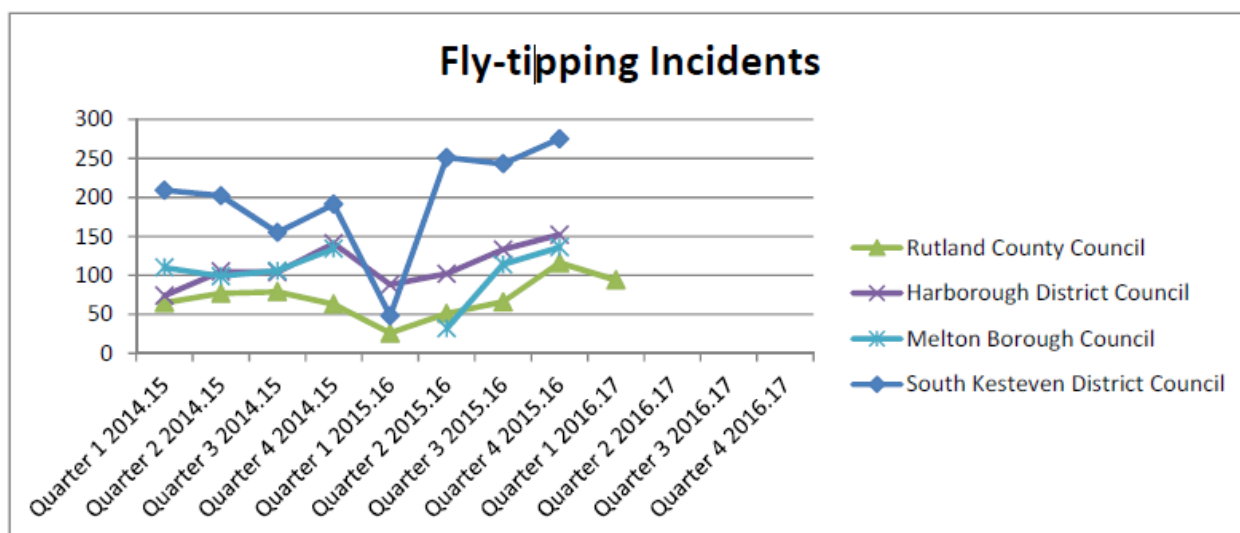
** Uses actual 2015.16 data for June, as June 2016.17 data is not yet available. **

** Subject to validation via WasteDataFlow. Validation via WasteDataFlow only available one quarter in arrears. **

- 3.31 Household waste figures (PI191) representing the number of kilograms of household waste collected per household at 120kg per household are below our local target of 130kg, the graph below shows performance in this area against national benchmark over the last three years:



- 3.32 There were 94 fly tipping incidents in Rutland in Quarter 1, a reduction on the previous Quarter although still higher than in previous years. In comparison with neighbouring authorities (shown below) fly tipping rates can be seen to be consistently lower:



Safeguarding

- 3.33 The quarterly safeguarding report is included as an appendix to this report. This report provides an overview of safeguarding activity in Rutland and aims to highlight good practice and identify areas for development/improvement.

More detailed information is contained in **Appendix C**.

Outstanding Audit Recommendations

- 3.34 The Audit and Risk committee receive reports and closely monitor all outstanding recommendations. They also request follow up reports to ensure matters raised have been dealt with. The position was last reviewed at Audit and Risk on July 19th (Report number 145/2016).

4. CONSULTATION

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

5. ALTERNATIVE OPTIONS

- 5.1 Alternative options are not considered within this report.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no direct costs associated with this report.

7. LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 There are not considered to be any legal or governance issues associated with this report.

8. EQUALITY IMPACT ASSESSMENT

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

9. COMMUNITY SAFETY IMPLICATIONS

- 9.1 There are no Community Safety implications arising from this report.

10. HEALTH AND WELLBEING IMPLICATIONS

- 10.1 There are no Health and Wellbeing implications arising from this report, **Appendix D** summarises performance against a number of Public Health indicators.

11. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 85% of indicators measured during Quarter 1 were on or above target at the end of the year, with measures in place to improve performance where targets are not currently being met. Main areas of concern have been highlighted in this report and the remedial action being undertaken to improve performance has been identified.

Overall performance based on activity in the first quarter is satisfactory.

12. APPENDICES

Appendix A – Quarterly Performance Report
Appendix B – Customer Services
Appendix C – Safeguarding
Appendix D – Public Health Dashboard
Appendix E – Project Update

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

Rutland County Council
Quarterly Performance Report
Quarter 1
2016/17

Corporate Health Summary

All sickness absence information is collected and stored in the Agresso HR/Finance system including reasons for absence. Sickness information is reported, recorded and managed through the current policy and procedures, with support from Human Resources where this becomes necessary. Return to work interviews are held after each sickness absence instance and these provide a record of the management process.

The table below shows the number of days lost by each directorate in Quarter 1, expressed as total days per directorate and days lost per employee.

Directorate	Days lost through Sickness	Headcount as at 1 st April 2016	Headcount as at 31 st June 2016	Average	Days lost per employee
PEOPLE	454	224	228	226	2.01
PLACES	53	149	151	150	0.35
RESOURCES	92	91	90	90.5	1.02
TOTAL	599	464	469	462	1.28

In Quarter 1, the average number of days lost has decreased to 1.28 (from 1.75 in the previous quarter). The average days lost per employee for Quarter 1 was 1.28 days – this is the lowest average since Quarter 3 of 2014/15 and compares to 1.76 days for the same period in 2015/16. The average for 2015/16 was 1.56 days per quarter. We have seen the resolution of some long term sickness cases in this quarter and also a reduced number of occurrences for short term absence, plus a reduction in the numbers of staff having sickness absence.

Quarter 1: Long term and short term sickness

The table below shows the incidence of short and long term sickness absence within the Council for Quarter 1. Long term sickness is defined as more than 20 working days, and short term sickness is defined as 20 working days or less. Data shown is for the number of occurrences, (each non-continuous sickness period).

Directorate	Total Occurrences	No of employees	Long Term	Short Term
PEOPLE	57	46	6	51
PLACES	27	24	0	27
RESOURCES	20	18	1	19
TOTAL	104	88	7	97

Comparison

The table below compares the sickness for Quarter 1 of 2015/16 to that of the previous 3 quarters.

Year	Days lost through Sickness	Average No of employees	Days lost per employee	Days lost per month
Q1 2016/17	599	467	1.28	200
Q4 2015/16	807	462	1.75	269
Q3 2015/16	626	461	1.36	218
Q2 2015/16	636	461	1.38	212
QTR AVERAGE	667	463	1.44	225

The table below shows the previous year for comparison:





Year	Days lost through Sickness	Average No of employees	Days lost per employee	Days lost per month
Q1 2015/16	797	453	1.76	266
Q4 2014/15	653	452	1.44	218
Q3 2014/15	494	456	1.08	165
Q2 2014/15	662	462	1.43	221
QTR AVERAGE	652	456	1.43	218

Corporate Health Indicators

3 indicator is currently above target

1 indicators are on target

0 indicator currently not meeting target









Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI001 - % of invoices paid on time (30 calendar days from receipt)	95%	97%		97% of invoices have been paid within 30 days date of receipt. Of those not paid within 30 days, the amount of interest RCC has had to pay to suppliers due to these breaches has been £0.00
LI003 - % of audits to be delivered by year end	90%	95%		One report is at draft report stage and work is in progress on a further six assessments.
LI004 - % of FOI requests replied to within 20 days	100%	97%		370 Freedom of Information requests were received during Quarter 1 with 360 (97%) completed on time.
LI005 – Average number of days to respond to Ombudsman complaints	28 days	Achieved		One complaint was investigated by the Local Government Ombudsman in Q1, however no formal investigation was undertaken and all correspondence from the Local Authority was supplied to the Ombudsman within timescales.




Delivering Council Services within our MTFP

7 indicators are currently above target

1 indicators are on target

3 indicator currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI020 - % of Council Tax received	32%	34%		34% of Council Tax received during the year, above target and comparable with the same period last year (34.1% received)
LI021 - % of NNDR received	32%	38%		Above target, and a small improvement on performance compared to the previous year (37.4% received)
LI022 – Benefits claims – speed of processing	22 days	21 days		All claims made during Quarter 1 were processed within an average of 21 days. A slight increase on the average from the previous year (18 days).
LI023 – Issue monthly financial reports within 4 days of month end	100%	100%		
LI025 – Statement of accounts produced by 30 th June each year	Achieved	Achieved		The Statement of Accounts was produced and published by the 30 th June. They are now available on the website to view.
LI029 - % of sundry debt recovered	90%	88%		98% of the previous years and 88% of the current year's debt has been recovered so far during 2016/17. Currently below target this is expected to move above target next quarter as more of the current years debt is recovered.
LI031 - % of agendas and reports published 5 days before meetings	100%	100%		15 meetings were held during Quarter 1. All agendas were issued on time.
LI032 - % of draft minutes issued to officers with 5 days of the meeting followed by publication on the Council's website within 7 days of the meeting	100%	100%		15 meetings were held during Quarter 1. All minutes were delivered on time.

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI033 - % of priority 1 faults closed within SLA	95%	0%		<p>There was 1 priority one service desk call logged during Quarter 1 which was an issue affecting all users ability to connect in remotely.</p> <p>This wasn't closed within timescales due to delays with the supply of a new license key from the software vendor.</p>
LI034 - % of stage 1 complaints answered with 10 day response target 71	100%	93%		<p>40 complaints received during Quarter 1, with 37 responded to within timescales. This is an improvement on performance compared to all Quarters of 2015/16 (where the cumulative performance was 71%) and further work continues to be done to improve the response rate, working with all three Directorates.</p>
LI035 - % of stage 2 responses issued within 10 working days	100%	78%		<p>9 complaints were escalated to Stage 2 during Quarter 1, with 7 responded to within timescales. As above, further work continues to be done to improve the response rate for this indicator, including processes to make it easier for extensions to be arranged with customers where the issue is complex and requires more time to be resolved.</p>







Creating a brighter future for all –







Overall Performance




11 indicators are currently above target

1 indicator are on target

2 indicators currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI060 – Percentage of single assessments for children's social care carried out within 45 days of commencement	80%	67%		101 single assessments were completed during Quarter 1, with 68 (67%) completed within 45 days. The move to the new LiquidLogic system has had some effect on data quality and a month on month improvement is starting to be seen following migration work and July data is already showing a vast improvement now that the new system is in place and in use.
PI062 – Stability of placements for looked after children: number of moves	6%	0%		At the end of June there were 37 LAC children, none of whom have had 3 placement moves in the last twelve months.
PI063 – Stability of placements for looked after children: length of placement	70%	80%		Out of 37 LAC children, 15 have been in care for 2.5 years or more. Of those, 12 had remained in the same placement for over 2 years.
PI064 – Child protection plans lasting 2 years or more	5%	0%		No change on previous quarters, there are currently no child protection plans lasting 2 years or longer.
PI065 – Percentage of children becoming the subject of Child Protection plans for a second or subsequent time within the previous two years	5%	0%		12 children have become subject to a child protection plan so far during 2016/17 with 3 of them previously being on a plan, however all 3 previous plans were over 5 years old.
PI066 – Looked after children cases which were reviewed within required timescales	100%	100%		All Looked After Children reviews have been completed within timescales.

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI067 – Percentage of child protection cases which were reviewed within required timescales	100%	100%		All children subject to a CP plan have been reviewed within timescales
PI068 – Percentage of referrals to children's social care going to assessment	75%	76%		There were 85 referrals made during Quarter 1, with 62 (76%) of them going onto single assessment.
PI151 – Overall employment rate (working age)	79.7%	76.5%		16,700 (76.5%) people are in employment in Rutland (Jan2015-Dec 2015 figures) a drop from 77.8% in the previous period. Below local target but still above both East Midlands (73.5%) National (73.4%) averages.
PI152 – Working age people in receipt of benefits	7.3%	5.5%		5.5% (1,250) of the working age population are currently receiving benefits, compared to 12% (East Midlands) 12.5% (National) This breaks down as follows: 110 claiming Job Seekers Allowance 630 claiming ESA and Incapacity Benefits 90 lone parents 200 carers 20 on other income related benefits 150 disability 50 bereaved
LI085 – Percentage of NEET (Not in Employment, Education or Training) performance for Rutland	2%	1.4%		Twelve 16-18 year olds were classed as NEET at the end of June, a small reduction (from 14) on the previous quarter.
LI163 – Percentage of payments by results claimed for targeted Troubled Families	50%	70%		Currently 70%, with the team on target to have claimed 100% by the end of this year.

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI173 – Percentage of children under 5 who are registered with the Children Centre.	80%	89%		1514 of 1705 identified children are currently registered with the service.
LI174 – Percentage of target families who are registered with the Children's Centre and their engagement is sustained	65%	89%		This is an Ofsted target and the baseline is the number of target families who are registered. 89% of those registered currently have sustained engagement (attending 3 or more sessions a year).
LI175 – Percentage of social care contacts resulting in Early Help support	40%	21%		Up to the end of May (last reported figures), 21% of social care initial contacts had resulted in Early Help involvement. The service are currently reviewing how duty contact calls are tracked against Early Help involvements to ensure all joint working activity is being accurately recorded and performance is expected to improve as a result of this work.



Creating a safer community for all

– Overall Performance

2 indicators are
currently above
target

0 indicators are on
target

0 indicators
currently not
meeting target






Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI047 – People killed or seriously injured in road traffic accidents	23	4		Data for 1 st April to 30 th June 2016 shows there have been 4 KSI casualties during the period (0 Fatal and 4 Serious)
PI048 – Children killed or seriously injured in road traffic accidents	1	0		During Quarter 1 there were no casualties in this grouping

Building our infrastructure – Overall Performance

4 indicators are
currently above
target

0 indicators are on
target

1 indicator
currently not
meeting target






Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI154 – Net additional homes provided	35	42		42 additional dwellings have been provided during Quarter 1.
PI155 – Number of affordable homes delivered.	11	5		5 affordable homes provided during Quarter 1, with a total of 75 forecast for 2016/17
PI157(a) – Processing of planning applications – Major Applications	60%	89%		89% of major applications have been processed within timescales during Quarter 1. Highest performance in this area since Quarter 4 2014/15.
PI157(b) – Processing of planning applications – Minor Applications	65%	91%		91% of minor applications completed within timescales in Quarter 1. The highest performance in this area has been since 2009/2010.
PI157(c) – Processing of planning applications – Other Applications	80%	85%		85% completed within timescales during Quarter 1.






Meeting the health and wellbeing needs of the community – Overall Performance

9 indicators are
currently above
target

0 indicators is on
target

1 indicator
currently not
meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI105 - % of blue badge applications processed within 4 weeks of application	80%	98%		During Quarter 1, 173 blue badge applications have been processed, with 169 (98%) currently completed during timescales.
LI107 – Hospital discharges are safe and effective with patients assessed within timescales	80%	100%		During Quarter 1 there were 129 referrals for hospital discharges. For all those cases where an assessment was required, 100% were completed within timescales.
LI111 - % of carers signposted to developed non-statutory services following carers assessment	80%	88%		16 carers assessments were completed during Quarter 1, with 14 signposted onto further services.
LI127 – Child poverty in Rutland	9%	7.2 %		Children living in poverty has fallen from 8.4% and currently stands at 7.2% for Rutland. This reduction aligns to falls in child poverty nationally with Rutland still significantly below the national level which currently stands at 18.6%.
LI130 – Reduction in the length of temporary stays in B&B	18	33		An increase in the length of stays from the previous quarter (27 days). There has been a general increase in the number of placements and also some applicants that the Authority is currently unable to move due to a lack of one bedroom accommodation in Rutland

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI172 – % of Safeguarding Adults referrals screened within one working day	80%	100%		All alerts are looked at and screened by the Senior practitioner or team manager on the day they are received.
LI176 - % Adult Social Care reviews for people with a learning disability completed annually	75%	86%		14 reviews were completed during Quarter 1, with 2 out of timescales due to carer and service user delaying due to their own commitments.
LI180 - % of hospital discharges resulting in a fine	5%	0%		So far during 2016/17, there have been 106 section 5 discharges, none of which have resulted in a fine.
LI181 – Number of Adult Social Care reviews completed within timescales	80%	95%		39 reviews completed during Quarter 1, 2 out of timescales.
LI182 - % of service users who were still at home 91 days after discharge	90%	90%		Of the 30 patients discharged from hospital to rehabilitation where the intention is for the patient to go back home during Quarter 1, 27 were still at home 91 days later.

78

Creating a sustained environment – Overall Performance

3 indicators are
currently above
target

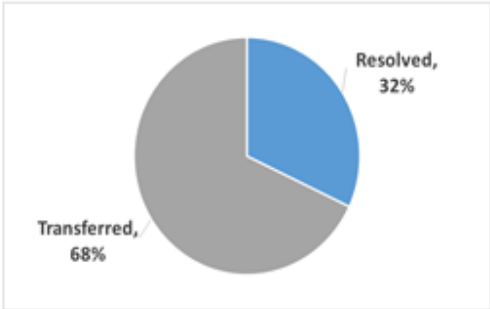
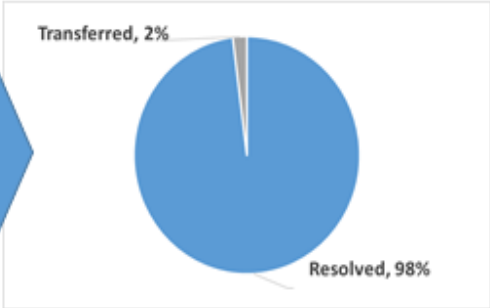
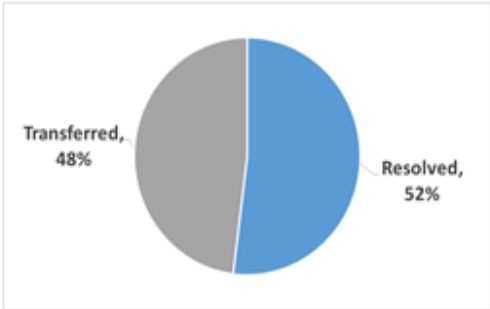
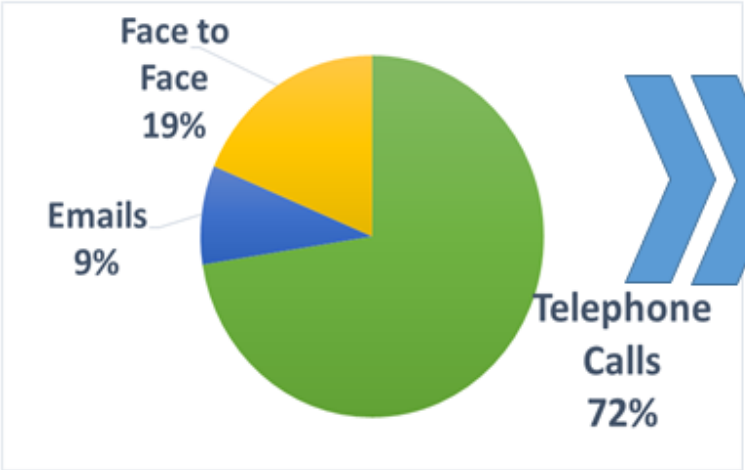
0 indicator s are on
target

0 indicators
currently not
meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI191 – Residual household waste per household	130	120	G	Based on estimated data
PI192 – Percentage of household waste sent for reuse, recycling and composting	59%	64.6%	G	Based on estimated data
LI190 – Number of fly tipping incidents		94	G	There were 94 fly tipping incidents in Rutland during Quarter 1.

CST Quarter 1 Performance

Q1 2016 Customer Service – Highlights



Q1 2016 Customer Service – Highlights

**Top 5 Services
=
50% of all calls**



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



**Abandoned
Calls**



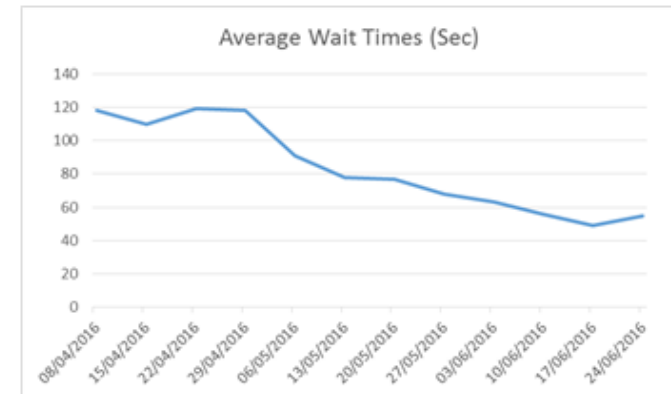
**April 2016 – 17%
May 2016 – 14%
June 2016 – 8%
Q1 2016 – 13%**



**% Answered
within 15
seconds**



**April 2016 – 36%
May 2016 – 39%
June 2016 – 46%
Q1 2016 – 40%**



Q1 2016 Customer Service Satisfaction



83% Good
7% Average
9% Poor
634 Responses



46% Good
13% Average
41% Poor
158 Responses



June 2016 Customer Service – One Month Highlight



**Total of 6,471 calls
Which is 294 calls a day
Which is 42 calls an hour**



945 calls about Elections



**Average call waiting time – 1 minute
70% of all calls answered within 1 minute
93% of all calls answered within 4 minutes**

APPENDIX C SAFEGUARDING

Context

This report combines adult and children's safeguarding data and analysis and provides an overview of safeguarding activity in Quarter 1 of 2016/17. It aims to highlight good practice and identify areas for development/improvement which will be incorporated into delivery plans for the relevant service areas. The children's data (except for the re-referral information) is shared with partners as required by the Local Safeguarding Children's Board (LSCB) performance scorecard.

CHILDREN & YOUNG PEOPLE UPDATE

Contact referral and assessment

- There was a 19% decrease in contacts this quarter (171 as opposed to 212 in Quarter 4 of 2015/16). Of those contacts, 39% (71) went on to referral compared to 47% last quarter.
- 68% of all single assessments closed during Quarter 1 were closed within timescales (45 days). This increase across the Quarter, in June 78% of assessments were completed within timescales and this is expected to move above target in Quarter 2.
- There were 30 section 47 enquiries during Quarter 4.

	Q1	Q2	Q3	Q4	Total/ Cumulative	Reporting Frequency
Number of contacts to Children's Social Care (include referrals)	218				218	Quarterly
Number of referrals to Children's Social Care	85				85	Quarterly
Number of referrals made by EDT/Out of Hours Team (including those that were recorded as contacts only)	0				0	Quarterly

Number of single assessments started during Quarter	62				62	
No. of single assessments closed, and % closed within 45 days	68				68	Quarterly
Number of S47 enquiries	30				30	Quarterly

Child Protection

- There were 27 child protection plans at 31st March 2016. This is a 7% decrease on Quarter 4.
- The largest category of abuse for CP plans at end of March 2016 was emotional, which represented 55% of all plans.
- Of the children with a CP plan for 3 months or more at 31st March 2016, 100% had been reviewed within timescales (PI 67).

	Q1	Q2	Q3	Q4	Cumulative	Reporting Frequency
Number of children subject to a CP Plan	27				n/a	Quarterly
Number/Rate in each Category of Abuse						
Neglect	11				n/a	Quarterly
Physical	0				n/a	
Emotional	15				n/a	
Sexual	0				n/a	
Multiple*	1				n/a	
Phys/Neglect/Emotional	0				n/a	Quarterly
Phys/Sexual	0				n/a	
Phys/Emotional	1				n/a	
Sexual/Emotional	0				n/a	
Unborn	0				n/a	Quarterly
0 - 4	7				n/a	

5 - 9	8				n/a	
10 - 15	11				n/a	
16+	1				n/a	
Male	13				n/a	Quarterly
Female	14				n/a	
Unborn	0				n/a	
Percentage of CP cases which were reviewed within required timescales	100%				100%	Quarterly Target - 100%
Number of CP cases allocated to a Social Worker	100%				100%	Target - 100%

Looked After Children

Rutland	Q1	Q2	Q3	Q4	Cumulative	Reporting Frequency
Number of Looked After Children	38				n/a	Quarterly
Ethnicity of LAC						
White	35				n/a	Quarterly
Mixed	2				n/a	
Asian					n/a	
Black					n/a	
Other	1				n/a	
Undetermined					n/a	
0 - 4	10				n/a	
5 - 9	9				n/a	
10 - 15	16				n/a	
16+	3				n/a	
Male	21				n/a	
Female	17				n/a	
Percentage of LAC at period end with 3 or more placements	0%				0%	
LAC cases which were reviewed within required timescales	100%				100%	
Stability of placements of LAC: length of placement					80%	

ADULTS UPDATE

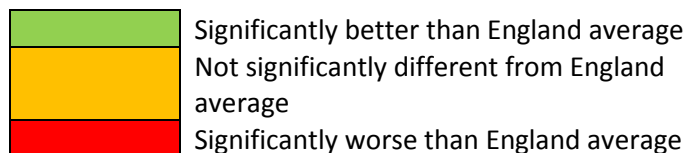
Following the recent change in the Social Care Case Management system from RAISE to LiquidLogic we are experiencing some technical issues with some of the reporting functions in the system and are currently unable to report data on demand and outcomes.

Work is ongoing to develop the appropriate reports to extract this and more detailed safeguarding information from the new system and it is expected that these reports will be available before the end of Quarter 2.

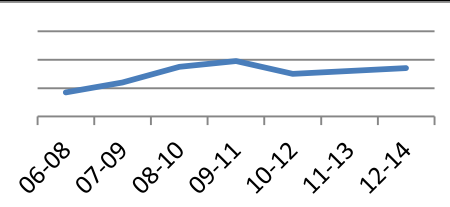
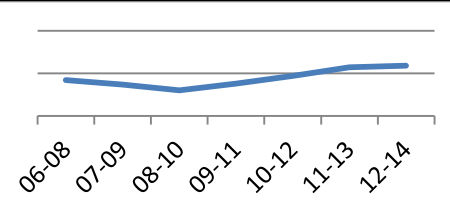
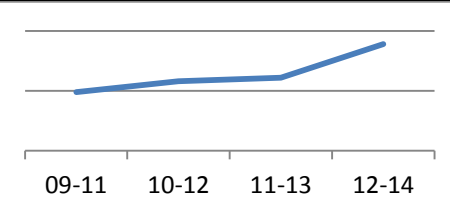
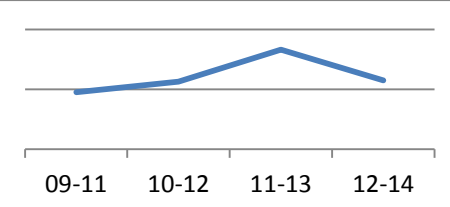
Despite issues with the reporting, the LiquidLogic applications have proven a great asset to the Prevention and Safeguarding team assisting with managing cases effectively. Further to this our staff have used its implementation to devise ways to capture the desired outcomes of service users and obtain end user feedback.

It should be noted that there has been no noticeable growth or dip over the last three months of safeguarding alerts nor those going to s42 enquiry. Staff continue to monitor cases closely as part of our day to day business and the lack of reporting presently being experienced through LiquidLogic will not have a negative bearing on case management in the short term.

Public Health performance dashboard



* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
A healthier population with increased life expectancy and a reduction in health inequalities	Life Expectancy - Male	Annual	2012-14	n/a	81.4	79.5	1	
	Life Expectancy - Female	Annual	2012-14	n/a	85.9	83.2	1	
	Healthy Life Expectancy – Male	Annual	2011-13	n/a	68.9	63.4	7	
	Healthy Life Expectancy – Female	Annual	2011-13	n/a	70.3	64.0	1	

Public Health performance dashboard

	Significantly better than England average
	Not significantly different from England average
	Significantly worse than England average

* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	Cardiovascular Disease (under 75) – mortality rate	Annual	2012-14	23	57.4	75.7	3	
	Cancer (under 75) – mortality rate	Annual	2012-14	44	110.3	144.4	1	
The prevalence of obesity is reduced and people are more physically active	Proportion of children in Reception classified as overweight and obese	Annual	2014-15	84	21.8	21.9	8	
	Proportion of children in Year 6 classified as overweight and obese	Annual	2014-15	81	24.6	33.2	2	
	Proportion of adults (16+) who are	Annual	2012	63	65.58	63.78	8	No trend data currently available

Public Health performance dashboard

	Significantly better than England average
	Not significantly different from England average
	Significantly worse than England average

* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	overweight and obese							
Smoking prevalence and the harm caused is reduced	Smoking prevalence	Annual	2014	n/a	14.1	18.0	2	
The harm caused by alcohol and drugs is reduced	Rate of hospital admissions for alcohol related harm	Annual	2013-14	198.76	521.76	645.13	4	
To help prevent heart disease, stroke, diabetes and kidney disease	Heath Check uptake	Quarterly	Q4 2015/16	424	29.9%	-	1	
To increase the level of wellbeing	Self-reported Well being							
	People with a low satisfaction score	Annual	2011/12	n/a	14.86	24.27	1	No trend data currently available
	People with a low worthwhile	Annual	2011/12	n/a	12.81	20.08	1	No trend data currently available

Public Health performance dashboard

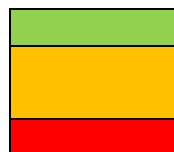


Significantly better than England average
Not significantly different from England average
Significantly worse than England average

* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	score							
	People with a low happiness score	Annual	2011/12	n/a	19.21	29.02	1	No trend data currently available
	People with a high anxiety score	Annual	2012/13	n/a	25.44	20.98	11	No trend data currently available
To reduce hospital admissions for falls	Injuries due to falls (aged 65 or over) - overall	Annual	2015/16	159	1747.0	2125	7	
	Injuries due to falls (aged 65 or over) – males	Annual	2013/14	60	1766.75	1661	11	
	Injuries due to falls (aged 65 or over) – females	Annual	2013/14	106	2081.47	2467	4	

Public Health performance dashboard



Significantly better than England average
Not significantly different from England average
Significantly worse than England average

* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
To increase control of chlamydia	Chlamydia diagnosis adults aged 15-24	Quarterly	2015/16	66	1390	2012	1	No trend data currently available
To improve health outcomes and increase healthy life expectancy	% of children living in households where income is less than 60% of median household income	Annual	2013	455	7.2%	18.6%	1	
	Under 18 conception rate	Annual	2014	8	9.8	22.8	1	

Appendix E

PROJECT UPDATE

Project	Scrutiny Panel	Status	RAG
Oakham Enterprise Park Business	Places	<p>Total available floor space is currently 97,102 (105 units). Tenancy across the site has increased to 99.05% of this 104 units (totalling 96,311 sqft or 99.2% of floor space) now let or with leases being progressed. There is firm interest in a further 0.95% (1 office unit, 401 sqft or 0.8% floor space). These figures exclude the Active Rutland Hub & external yard spaces. An additional 11 acres of external space is available for development opportunities or other activities. 152,847sqft of further space is already leased as the Events Zone and is excluded from the above figures.</p> <p>Interest in office units has levelled off but demand for storage & light industrial units remains strong with new enquiries regularly being received. Growing demand for industrial space suggests a robust business case for construction of new units and a report to Cabinet is proposed in July 2016 to address this.</p> <p>In order to meet emergency fire-fighting requirements, four 50k litre water storage tanks have been installed around the site. Additionally, a new fire access road has been constructed at the eastern end of the site where access was very restricted. The costs for this work have been met from the OEP revenue budget.</p> <p>Projected income for 2016/17 is £523.1k with a projected net surplus of £171k. However, the 16/17 year-end projection has been reduced to £100k net surplus due to significant revenue spend on essential building works and infrastructure improvements. These figures exclude business rates with around £100k currently being collected. With the proposed further commercial development of the site, the income generation potential of the site will grow over time.</p> <p>Recommendations from the internal audit report earlier this year have now been implemented with the exception of the formal process flows which are still being finalised.</p>	
Broadband	Places	<p>Phase 1 of the Digital Rutland project has completed to provide fibre infrastructure to 9416 premises. Rutland has seen the highest take up rate in the country, over 50% (March 2016), for these new fibre based services.</p> <p>Phase 2 detailed planning and surveys are now underway to bring about an increased speed to circa 900</p>	

Project	Scrutiny Panel	Status	RAG
		<p>premises within the project intervention area. Deployment has started and Braunston is now live. A number of other villages are expected to be live in the next two months and work is progressing in advance of contracted deadlines.</p> <p>A further change request form has been issued to BT to model how much further fibre can be deployed on a value for money basis to the remaining premises in the intervention area. This has been delayed by a European Commission and Broadband Delivery UK requirement for a public consultation. The aim of which is to reconfirm the remaining project intervention area. The consultation is now live and the deadline for responses is the 9th May. The outcome of the CR10 initial desk top modelling is then expected in Mid-June 2016. Through change request (CR011) a satellite voucher scheme has been introduced from December 2015, details of which are available on the RCC/ Digital Rutland webpages. RCC are operating a soft launch of the scheme pending the outcome of CR010 which will identify more fully the extent of infill required to be met by a satellite solution beyond the numbers currently identified.</p>	
Castle Restoration Project	Places	Restoration works to the Great Hall and construction of the new toilets is complete, and official opening took place on Monday 30 th May. Minor snagging issues are being completed. Work on the external curtain wall continues, and is likely to extend through September, although this has no impact on site opening. Weddings are now taking place with June's ceremonies all being completed successfully. Project remains currently within budget.	
Welfare Benefit Reform	Resources	<p>A paper regarding The Local Council Tax Support Scheme and Discretionary Fund will be brought to Cabinet later in 2016.</p> <p>At this stage, it is unlikely that the Portfolio Holder and officers will propose any substantial changes to the operation of the scheme. There are few complaints, council tax recovery rates are holding up, the impact of welfare reforms is still not fully known and the discretionary fund still gives the Council flexibility to direct support to those in greatest need.</p> <p>Whilst the Council does have financial pressures, this is not an area targeted for savings as any savings however small would fall upon those in receipt of benefits. This position may have to be revisited in the future.</p>	
Corporate Website Development	Resources	Further work has been carried out on the analysis of the content management systems and discussions have commenced with the vendors on the potential for using their solutions for the corporate website.	

Project	Scrutiny Panel	Status	RAG
		<p>In conjunction with the above, we are also in discussions with other local authorities to understand whether a joint working arrangement could be agreed, where RCC would share their website platform. Progress is being made with positive responses from the local authorities being consulted with.</p> <p>Parallel to activities being undertaken to source a new website, the current one is being revised with a view to amending the information so that it is more current and relevant.</p> <p>To oversee all of the above, a project manager has been appointed to detail the timeline and resource requirements.</p>	
<p>School Place Planning –</p> <p>To monitor the continued growth within the County balanced against the number of pupil places required at all levels within the education system</p>	People (children)	<p>We are currently reviewing all school places and the capacity within our Primary, Secondary and 16 plus establishments. We have sought the wishes of all Oakham Cluster Schools on primary expansion and are working with Neighbouring authorities to fully understand secondary provision. A paper will then go to members offering options on build and transport for the required School places.</p>	
Liquidlogic Implementation	People (children and adults)	<p>The implementation process for the Case Management Transformation Programme (CMTP) is now complete as all of the four major Liquidlogic modules (LAS (Adults), LCS (Children's), EHM (Early Help) and ContrOCC (Community Finance)) have all been implemented and are being used by the services.</p> <p>Overall, the implementation of each of the modules has been successful, with only minor issues being faced by the users. The initial feedback from the staff is very positive and they can appreciate how it will impact their working practices.</p> <p>There are still two of the smaller modules to implement – Briefcase (for remote working), which is due to be rolled out as a pilot in July, and Autonomy (for customer self-assessments), which is due in August/September.</p>	
Better Care Fund	People (adults and health)	<p>Approval of the 2016-17 Rutland BCF programme was confirmed by NHS England on 5 July following national moderation.</p> <p>The 2016-17 programme has four priorities, each with a lead officer so they are managed in a holistic way (1. unified prevention, 2. long term condition management, 3. hospital inflow and outflow, and 4. enablers). The programme has a similar value to last year's (£2,061k core allocation, plus an increased allocation to Disabled</p>	

Project	Scrutiny Panel	Status	RAG
		<p>Facilities Grants (£186k rather than £104k) and £200k of funds carried forward from last year's programme which has been dedicated to schemes involving one off or pilot investments). Carry forward has largely arisen from schemes that achieved their outcomes at a lower than anticipated cost, from a number of recruitment delays during the year, and from some new schemes taking time to gain initial momentum.</p> <p>There is significant continuity between the 2015-16 programme and that for 2016-17, which means that momentum has not been lost during the first quarter of 2016-17 while the programme approval process has been underway. This is evidenced in performance: Q1 performance has continued to be good in minimising admissions to permanent residential or nursing care (with 3 admissions in Q1 relative to a target of 9) and post hospital reablement keeping people at home (90% at home relative to a target of 83.3).</p> <p>Full quarter figures are not yet available for delayed transfers of care (DTOCs), emergency admissions and falls. Non elective admission data is only available currently for April 2016 but was well on track at that point (222 admissions relative to a target for that month of 286). Initial indications also show that falls figures have reduced relative to Q4 of last year, but as the statistics show a significant drop right across LLR, these figures are currently being reviewed for data issues.</p> <p>Delayed transfers of care (DTOC) remains the most challenging indicator. DTOCs were increasing across the latter half of 2015-16. The DTOC action plan is being progressed and a new case management post was put in place in May to address this issue, particularly in terms of delays out of Peterborough City Hospital. Locally compiled figures indicate that DTOC levels have been reduced as a result, but this is not yet visible in the officially released figures which only go as far as May 2016: total delays accrued in April and May had already exceeded the Q1 target (at 990 relative to 802). By May, we were seeing delays stabilising in Peterborough, counteracted by rising numbers in LPT.</p>	
Agresso Upgrade and transfer to Herefordshire Council	Resources	<p>The Agresso project, Project Sunshine, is progressing smoothly thus far and a "go live" date of 1st November has been set. There is a weekly project meeting chaired by a Project Manager and detailed plan in place.</p> <p>The Systems design workshops have now been completed with Hoople now "building" a version of the system for us to test.</p>	

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		<p>Officers are now documenting key processes as part of undertaking a full impact analysis – what is different about the new version and what is the impact on staff and users. This work will inform how change will be managed and training provided. An initial approach to training has been developed (consisting of e-learning, reference material and some classroom training) but will be refined when process mapping is complete. A group of volunteers from across the Council has also been put together to test material etc. Alongside this work, plans for ongoing systems administration and support via a “helpdesk” are also being developed.</p> <p>Work is being done in parallel on the systems specification and related documents e.g. delegation agreement and Service Level Agreement with Hoople. Discussions have been had re expected content (e.g. pricing, response times, KPIs) and various iterations of documents have been seen.</p> <p>Whilst the project is currently proceeding to plan, timescales are tight on various elements and the key challenge will be to keep up momentum given the summer holidays looming and other workload commitments. Any delay on any aspect of the project could delay the Go Live date.</p>	