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Rutland County Council

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Ladies and Gentlemen,

A meeting of the **RESOURCES SCRUTINY PANEL** will be held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on **Thursday, 11th August, 2016** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Helen Briggs
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/haveyoursay

A G E N D A

APOLOGIES

1) RECORD OF MEETING

To confirm the record of the meeting of the Resources Scrutiny Panel held on 16 June 2016 (previously circulated).

2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 217.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the

Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes out of the total time of 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

4) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure Rules No 219 and 219A.

5) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No 220.

6) CONSIDERATIONS OF ANY MATTER REFERRED TO THE PANEL FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Panel for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

7) CORPORATE PLAN INCLUDING STRATEGIC AIMS AND OBJECTIVES

To receive Report No. 132/2016 from the Chief Executive.
(Pages 5 - 26)

8) QUARTER 1 FINANCIAL MANAGEMENT REPORT

To receive Report No. 133/2016 from the Director for Resources.
(Report to follow under separate cover)

9) QUARTER 1 PERFORMANCE MANAGEMENT REPORT

To receive Report No. 150/2016 from the Director for Resources.
(Report to follow under separate cover)

10) CUSTOMER SERVICES UPDATE

To receive Report No. 153/2016 from the Director for Resources.
(Pages 27 - 42)

11) MEMBER IT - RESULTS OF SURVEY

To receive a verbal update from the Head of IT and Customer Services.

12) REVIEW OF FORWARD PLAN

To consider Scrutiny issues to review
Copies of the Forward Plan will be available at the meeting

13) ANY URGENT BUSINESS

To receive any items of urgent business which have been previously notified to the person presiding.

14) DATE AND PREVIEW OF NEXT MEETING

10th November 2016

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DISTRIBUTION

MEMBERS OF THE RESOURCES SCRUTINY PANEL:

Mr A Walters (Chairman)

Mr O Bird

Mr K Bool

Mr B Callaghan

Mr G Conde

Mr W Cross

Mr J Lammie

Mrs D MacDuff

Mr A Stewart

Miss G Waller

OTHER MEMBERS FOR INFORMATION

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SCRUTINY PANEL

CORPORATE PLAN

Report of the Chief Executive

Strategic Aim:	All		
Exempt Information	No		
Cabinet Member(s) Responsible:	Mr T C King, Leader and Portfolio Holder for Finance and Development		
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201	hbriggs@rutland.gov.uk
Ward Councillors	N/A		

DECISION RECOMMENDATIONS

That the Panel:

1. Notes the Draft Corporate Plan (Appendix A to the report); and
2. Provides feedback for Cabinet regarding any suggested changes.

1 PURPOSE OF THE REPORT

- 1.1 This report provides the Scrutiny Panel with the opportunity to be consulted on the Corporate Plan and to feed back to Cabinet any comments as part of the consultation process.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 A review of the Council's strategic aims and objectives is currently underway. The Corporate Plan is aligned with the strategic aims and objectives and they will be considered in a report to be presented to Cabinet on 16 August 2016 and Council on 12 September 2016.
- 2.2 As part of the consultation, the Scrutiny Panel is asked to review and provide feedback on the Corporate Plan attached as Appendix A to this report.
- 2.3 This report will be presented to Scrutiny Panels for consideration as follows:
 - People (Children) Scrutiny Panel – 30 June 2016
 - Places Scrutiny Panel – 7 July 2016

- People (Adults and Health) Scrutiny Panel – 14 July 2016
- Resources Scrutiny Panel – 11 August 2016

3 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 3.1 Feedback is requested as part of the consultation process in order to inform the final report which will be considered by Cabinet on 16 August 2016 and Council on 12 September 2016.

4 BACKGROUND PAPERS

- 4.1 There are no additional background papers to this report.

5 APPENDICES

- 5.1 Appendix A: Corporate Plan

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

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Rutland County Council

Corporate Plan
2016 to 2020



Rutland County Council

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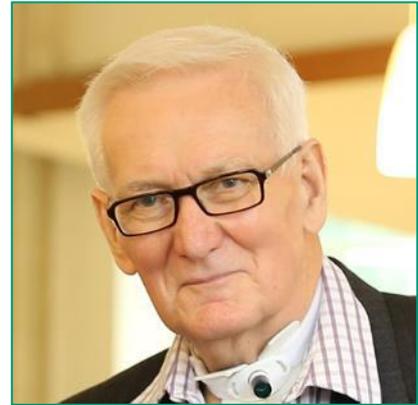
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Foreword

A foreword by Council Leader Terry King

Much has changed since our last Corporate Plan and in 2016 we are operating in a very different world, within a challenging economic climate. The global recession and its impact have been profound, both on the Nation and Local Government.

Rutland is not immune to this – our funding from Central Government has reduced against a backdrop of increasing demand for services. This has prompted a Council Tax rise in 2016/17 – the first such rise for six years. It has sharpened our already acute focus on delivering value for money and ensuring we achieve the most for every Rutland Pound spent.



The Council has and will continue to deliver cost savings while endeavouring to protect frontline services – albeit, this will be much more challenging over the next three to five years.

I am proud of our achievements and this document summarises just what we have accomplished as a Council from 2011 to 2015. However, I remain ambitious for the County, for individuals, families, Rutland businesses and communities.

Having a strong economy is a key part of our agenda. Not only does this help the well-being of everyone in our community but it reduces the pressures on families and those who have to support them through the difficulties created by unemployment.

Our Vision is clear and unaltered; *Rutland is a great place to live, learn, work, play and visit.*

Our overriding strategic aim is to make Rutland even better but in a sustainable way. One that builds on what we value most about our County and within the scope of our Medium Term Financial Plan.

I want our new Council Team to work together in the period from 2016 to 2020 and:

People & Places

- Deliver [sustainable](#) growth in our County supported by appropriate housing, employment, learning opportunities and supporting infrastructure (including other Public Services)
- Safeguard the most vulnerable and support the health and well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential

Resources

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



Rutland is a great place to live, learn, work, play and visit

A profile of Rutland¹

Population: 37,400, Males 18,900, Females 18,500 with a population density of 0.98 people per hectare

Age Range	% of Population
0 – 19	25.16
19 - 65	58.18
65 plus	16.66

Ethnicity: White British 94.3% Other 5.7%

Households: 16,765 as at January 201

Average House Prices: £228,858 (National £186,325) as at November 2015

Median gross weekly pay (Full Time & Residency based):
£558.70 (East Midlands £492.00)

Indices of Deprivation: Ranked 149/152 Upper tier local authorities

Unemployment rate: 0.5% (112) (JSA claimants for January 2016)

Businesses²:

Size of Business no. of Employees	Rutland (Numbers)
Less than 9	1,655
10 - 49	180
50 - 249	35
More than 250	5
Total	1,875

¹ Based on 2011 Census unless otherwise stated

² UK Business Count 2015

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As a unitary council, Rutland County Council provides a wide range of services that combine to make a real difference to residents' lives on a daily basis.

- We maintain **352** miles of road, **202** miles of public rights of way and **93** bridges
- We operate **5**, Libraries and a Mobile Library Service, the County Museum and Oakham Castle
- Last year we processed **260** Births, **248** deaths and **371** marriages
- We support on average each year **228** Carers, **2,000** Vulnerable adults and **1,100** vulnerable children and Young People at any one time
- We act as parent to **33** Looked after Children
- We have supported the arrival of 2 Royal Anglian Regiment from Cyprus and 7th Logistic Regiment, 1 Military Working Dogs Regiment, 2 Medical Regiment from Germany
- We send out in the region of **16,000** Council Tax Bills and **1,400** business rates bills each year
- We deal with an average caseload of **1,400** Housing Benefit cases and **1,600** Local Council Tax support cases
- We pay approx. **16,000** invoices per annum totalling **£45m**
- We deal with an average of **360** Freedom on information requests each quarter and in Q4 2015/16 EVERY DAY we dealt with **300** telephone calls, and **84** visits to our Customer Service Centre
- We empty over a million bins each year
- The Rutland community helped us to collect **21,000** tonnes of waste in 2015/16 of which about **60%** was recycled

and much, much more...

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National, regional and local context

Rutland values its independence and the opportunities this gives us to provide a responsive and more personalised service to our customers.

However, we also understand how important it is to operate within a wider context. National policy dictates in many instances the way we must deliver services and places a national framework upon us. In addition it is Central Government that allocates funding to Local Government through the Revenue Support Grant (RSG) and set capping levels for increases to Council Tax. However it is important to remember that that highest proportion of funding to support RCC expenditure is raised through Council tax and that RSG is due to reduce to zero over the life of this plan.

We have always worked in partnership with an eclectic mix of Local Government and Public Sector partners. Just some of these include:

Partnership	RCC Relationship / Involvement
The Greater Cambridgeshire / Greater Peterborough Local Enterprise Partnership	Full members
Better Care Together - a Leicester, Leicestershire & Rutland (LLR) wide Health and Social Care transformational project	Full members
LLR Resilience Forum – a multi-agency forum to support emergency planning	Full members
Midlands Highway Alliance	Full members
Safer Rutland Partnership (Community Safety Partnership)	Full members
LLR Road Safety Partnership	Full members

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Partnership	RCC Relationship / Involvement
Shared Services provided for us by others	
Legal Services, Environmental Protection – Peterborough City Council (PCC)	Client role
Conservation Advice – South Kesteven DC	Client role
Minerals and waste planning advice – Northamptonshire CC	Client role
Ecology and archaeology planning advice – Leicestershire CC	Client role
Internal Audit - Welland Shared Service	Host
Procurement – Welland Shared Service	Client role
Bridges and structural engineering – Leicestershire CC	Client role
Traffic signal maintenance – Leicester City Council	Client role

During the next three years we anticipate the Governments Devolution agenda will progress and RCC will need to review the options going forward. This will include:

- Evaluating devolution proposals in a Rutland context
- Consider joining a Combined Authority(s) where there are advantages for Rutland whilst preserving Rutland independence
- Work with our partners to protect public services provided within the County including Health (e.g. Rutland Memorial Hospital) and Blue Light Services (Police, Fire and Rescue and East Midlands Ambulance Service (EMAS))
- Continuing to explore and work within Partnership Arrangements within the Public, Private and Voluntary, Community and Faith Sectors (VCF) where this contributes to the achievement of our strategic objectives

Key achievements

2011/2015

These are just some of our highlights in addition to providing the services that our residents rely on 365 days a year. We have not delivered these achievements on our own but through effective partnerships and working together with our residents:

- **0%** Council Tax increases throughout the life of the last Council
- Roll out of Fibre broadband to **95%** of the County by the end of 2016, supported by the highest take up of broadband services anywhere in the UK
- Increased recycling rates from **57%** to **61%**.
- The purchase and procurement of Oakham Enterprise Park
- Supported the successful transition from RAF to Army at Kendrew Barracks
- Completion of Catmose Campus, including Rutland's first Leisure Centre at Catmose Sport
- Supporting the expansion of Post 16 Learning within the County
- Securing **£2m** plus investment in Oakham Castle
- Supporting our schools to deliver improving educational outcomes
- Working with our communities to keep our Libraries open
- **36%** decreased in recorded crime and anti-social behaviour since 2011
- A **38%** decrease in the number of people hurt in road accidents (from the 2007 to 2011 average)
- A brand new bus station for Oakham
- Improved our financial health by increasing our General Fund balances from **£4.1m** in March 2011 to **c£10m** by March 2016, helping us meet the challenge of reduced Government funding
- Delivered savings of over **£7m** without impacting frontline service delivery, helping absorb uncontrollable increases in costs e.g. demand for social care
- Maintained Council tax collection rates of over **98.8%** during the last 5 years
- Supporting economic growth resulting an increase in Gross Rateable Value from **25.1m** in 2011 to **27.3m** in 2016
- Reduced the number of permanent admissions to residential care
- Reduced the number of delayed transfers of care from hospital
- Increased the success of reablement services in preventing people requiring further services
- Reduced the number of unplanned hospital admissions
- **75%** of children achieved the expected level or more at Early Years Foundation Stage Profile
- **67.2%** of pupils achieved 5 A*-C at GCSE in Rutland, above the national average of **57.1%**.

Rutland is a great place to live, learn, work, play and visit

The future vision for Rutland

Rutland is a great place to live, learn, work, play and visit - We want to make it even better and we will do this by:

People & Places

- Delivering **sustainable growth** in our County supported by appropriate – housing, employment, learning opportunities & supporting infrastructure (including other Public Services)
- **Safeguarding** the most vulnerable and support the health & well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities in **reaching their full potential**

Resources

- Ensuring we have **a balanced medium term financial plan** based on delivering the best possible value for the Rutland pound

What will the Rutland of the Future look like?

- Our population will grow
- The Market towns of Oakham and Uppingham will expand and remain vibrant
- There will be sustainable growth in our villages
- Services and infrastructure will need to grow to support a growing population
- There will be economic growth creating new jobs and new businesses
- The way we deliver public services will be more targeted and will support those who need us the most
- We will safeguard the vulnerable
- We will be more proactive, intervene earlier with a focus on prevention where appropriate
- Rutland will remain as one of the most popular places to live in the Country with low crime rates, high life expectancy, high levels of academic achievement and attainment with an active and enriched community

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What will we do?

Our Objectives

Corporate

- Sustain growth within the population of between 1,680 and 2,160 by 2020
- The creation of at least:
 - 175 new homes per annum - based on more recent growth 225 may be more likely
 - 40 more affordable homes per annum creating 160 over the life of this plan. This to include all forms of affordable housing
 - 300 jobs per annum accepting that some employment for residents will continue the trend of outward migration (employment out of County)
- Safeguarding the vulnerable within our community will be a key priority for our One Council
- A balanced Medium Term Financial Plan
- Complete the roll out of fibre broadband, developing and implementing a strategy for 2020 connectivity for the County
- Explore the right strategic partnerships to increase the Council's sustainability
- Continue to support our Armed Forces community in particular as Regiments move into the County

People

- Support expanded provision in Primary Care
- Work with Health colleagues to create a sustainable future for Rutland Memorial Hospital as the Health and Social Care Hub for Rutland, providing enhanced medical facilities and services for the Community
- Ensure there are adequate school places supported by appropriate transport
- Improve performance across all Rutland Schools
- Narrow the performance gaps for Looked After Children, Children with Special Educational Needs and between boys and girls
- Raise skills levels throughout the adult population
- Decrease the impact of smoking, obesity and alcohol consumption on the health and well-being of our community
- Continue to support a vibrant Voluntary, Community and Faith Sector to support our communities through strategic commissioning

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Places

- Continue to maintain our road network as cost effectively as possible
- Improve road safety by reducing the number of people injured on our roads
- Reduce on-going energy usage by making our street lighting as efficient as possible
- Make people feel safer by continuing to ensure low levels of crime and anti-social behaviour
- Continue to explore Localism and the opportunities for devolving services to our Parish and Town Councils
- Develop Phase 2 of Oakham Enterprise Park to create further employment and business growth opportunities
- Review the Council's property portfolio to ensure we are making best use of our assets – this will include our Libraries, Rutland County Museum, Catmose and all other properties
- Ensure the Market Towns are vibrant and attractive to both residents and visitors

Resources

- Maximise collection and recovery rates
- Deliver improvements in Customer Services through the development of a new website and changes to the Council's Contact Centre
- Drive efficiencies in back office support through improved use of technology
- Support and develop our workforce

Our financial plan

Table 1 is our current Medium Term Financial Plan (MTFP) as approved by Council in February 2016. The MTFP sets out the forecast revenue (spend on day to day services) spending profile of the Council and estimates the level of resources it will have available over the next 5 years taking into account information available including local policy decisions and priorities, Government announcements, assumptions about inflation and risks facing the Council. The MTFP is not a static document and changes regularly.

Such an approach to financial planning provides the platform by which the Council can look to deliver public services in accordance with local priorities. Moreover, through ‘scanning the horizon’ and anticipating necessary change at the earliest opportunity, the Council can plan and take decisions to ensure that it can “live within your means” i.e. not spend more than the resources available.

For a full supporting explanation please follow this link:

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

In summary:

- The MTFP shows that Government funding will be reducing substantially – the core Government grant (Revenue Support Grant) will reduce from just over £4m in 2015/16 to £0 in 2018/19. In addition, by 19/20 the Council will be asked to pay over £960k more to the Government in business rates.
- To compensate for its loss of Government funding, the Council has increased council tax in 2016/17 and unless the funding position changes, council tax increases of c4% are likely over the period of the plan.
- The Council has no plans to make major investments in day to day services (excluding schools and other infrastructure required to support housing development and growth) and expects its spending to increase in line with inflation. However, it will face cost pressures from the introduction of the National Minimum Wage, changes to the welfare system, increased demand for adult social care and variations to the tax system (national insurance).
- By 19/20 the Council estimates that if it does not make further savings or receive additional funding then it will have a financial gap of c£2.5m.

In these circumstances, the Council will be focusing on:

- Ensuring resources are focused on priority areas;
- Continuing to ensure that it focuses on achieving value for money/best value;
- Identifying and delivering savings and increase income through a detailed review of services starting with the Places Directorate and consideration of Invest to Save projects
- Lobbying Government for a fair share of funding and trying to secure external funding where possible



Our workforce strategy

As at 1st January 2016 the Council has 466 employees which equates to 343 Full Time Equivalent employees (FTE). This is broken down as follows:

	People	Places	Resources	Total
FTE	156.3	109.4	77.5	343.2
Headcount:				
Male	23	64	25	112
Female	201	87	66	354
Full Time	99	64	64	236
Part Time	125	27	27	230
BME %	1.29%	0.43%	1.07%	2.79%
Disabilities %	1.93%	0.64%	1.29%	3.86%

Our Workforce Development Strategy provides an essential framework to support the development of all our employees.

One of our objectives is to be an 'employer of choice' and ensure that we can attract and retain good quality staff. We know that we are competing in a challenging labour market both from the private and public sectors, it is really important for Rutland to keep pace and ensure we can resource the organisation to deliver our services and achieve strategic aims and objectives.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often local and national pressures conflict.

The Council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge is crucial.

Our pay policy can be found at:

<http://www.rutland.gov.uk/pdf/Pay%20Policy%20Statement%202016.pdf>

And our Workforce Development Strategy can be found at:

<http://rutlandcounty.moderngov.co.uk/documents/s4064/Report%20No.%20062016%20Workforce%20Development%20Strategy.pdf>

Our key risks

The Council has in place a Risk Management Policy and Framework along with a comprehensive risk register. Both documents can be found at:

<http://rutlandcounty.moderngov.co.uk/documents/s5070/App%20A%20Risk%20Management%20Update.pdf>

The Council's main aims in relation to Risk Management are to:

- Ensure that appropriate systems are in place to help identify, evaluate and make a conscious choice about how to deal with the risks that it faces
- Ensure that mechanisms exist to track and report business risks on an ongoing basis
- Embed risk management into the culture of the organisation in terms of how it operates and makes decisions
- Adopt a systematic approach to risk management as an integral element of business planning and performance management
- Raise awareness of the need for risk management by all those connected with delivery of the Council's services (including partners and contractors)

Overall responsibility for ensuring that the Council has the appropriate systems in place to manage business risk at a strategic level lies with the Strategic Management Team (SMT) and the Director of Resources will champion the process on their behalf. At an operational level, individual Directors supported by Heads of Service will have responsibility for managing risks.

The Corporate Risk Register is reviewed and discussed by SMT and reported to the Audit and Risk Committee on a quarterly basis.

Our supporting plans

This Corporate Plan sets a high level vision for the Council for the period 2016/2020. It is supported by a large number of supporting documents including some that are still in development. This includes the following:

Document	Link	Status
Medium Term Financial Plan	http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spend/pending/budget_summary.aspx	MTFP at Budget Setting is latest version
Joint Strategic Needs assessment	http://www.rutland.gov.uk/health_and_social_care/rutlands_joint_strategic_need.aspx	Under continuous review
Adult Social Care Strategy	http://www.rutland.gov.uk/health_and_social_care/adult_social_care_strategy.aspx	Out for Consultation
Workforce Development Strategy	http://rutlandcounty.moderngov.co.uk/documents/s4064/Report%20No.%20062016%20Workforce%20Development%20Strategy.pdf	Approved
Local Plan	http://www.rutland.gov.uk/local_plan.aspx	Statutory Plan in Place
Growth Strategy	http://www.rutland.gov.uk/pdf/FINAL%20Economic%20Growth%20Strategy%202014-2021_Final%20Version.pdf	Approved
RCC Investment Strategy	http://rutlandcounty.moderngov.co.uk/documents/s4676/Report%20No.%20072016%20Appendices.pdf	Approved
Children & Young Peoples Plan	Currently in consultation stage	Consultation
Local Transport Plan	http://www.rutland.gov.uk/pdf/LTP3%20Strategy%20Final%2021.03.11.pdf	Approved
People First Report	http://www.rutland.gov.uk/council_meetings/full_council/8_september_2014_full_council.aspx	Approved
Waste Management Strategy	http://www.rutland.gov.uk/waste_and_recycling/waste_policy_strategy.aspx	Approved
Transport Asset Management Plan	http://www.rutland.gov.uk/pdf/LTP3%20Strategy%20Final%2021.03.11.pdf	Approved
Community Safety Strategy	http://www.rutland.gov.uk/rutland_together/a_stronger_safer_community.aspx	Approved

Appendix 1 - Our Plan on a Page

Our Vision	Rutland is a great place to live, learn, work, play and visit			
The Future Rutland	<ul style="list-style-type: none"> • Our population will grow and the Market towns of Oakham and Uppingham will expand and remain vibrant • There will be sustainable growth in our villages • Services and infrastructure will grow to support a growing population and there will be economic growth creating new jobs and new businesses • The way we deliver public services will be more targeted and will support most those who need us the most • We will safeguard the vulnerable and be more proactive, intervene earlier with a focus on prevention where appropriate • Rutland will remain as one of the most popular places to live in the Country with low crime rates, high life expectancy, high levels of academic achievement and attainment with an active an enriched community 			
Strategic Aims	Sustainable Growth	Safeguarding	Reaching our Full Potential	Sound Financial and Workforce Planning
Strategic Aims	Delivering <u>sustainable</u> growth in our County supported by appropriate – housing, employment, learning opportunities & supporting infrastructure (including other Public Services)	Safeguard the most vulnerable and support the health & well-being needs of our community	Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential	Ensure that our medium term financial plan is in balance and is based on delivering the best possible value for the Rutland pound
Strategic Objectives	<p>Sustainable growth of a population increase of 1,520 by 2020</p> <p>Work with Health colleagues to create a sustainable future for Rutland Memorial Hospital as the Health and Social Care Hub for Rutland providing enhanced medical facilities and services for the Rutland Community</p> <p>Explore the right strategic partnerships to increase the sustainability of the Council</p> <p>Develop Phase 2 of Oakham Enterprise Park to create further employment and business growth opportunities</p> <p>Continue to maintain our road network as cost effectively as possible</p> <p>Reduce on-going energy usage by making our street lighting as efficient as possible</p> <p>Continue to explore Localism and the opportunities for devolving services to our Parish and Town Councils</p> <p>Ensure our Market Towns are vibrant and attractive to both residents and visitors</p> <p>Complete the roll out of fibre broadband, developing and implementing a strategy for 2020 connectivity for the County</p>	<p>Ensure that our procedures and practices support out duty to effectively safeguard vulnerable adults, children and young people</p> <p>Decreasing the impact of smoking, obesity and alcohol consumption on the health and well-being of our community</p> <p>Continuing to support a vibrant Voluntary, Community and Faith Sector to support our communities through strategic commissioning</p> <p>Improve road safety by reducing the number of people injured on our roads</p> <p>Make people feel safer by continuing to ensure low levels of crime and anti-social behaviour</p>	<p>Supporting expanded provision in Primary Care</p> <p>Ensuring there are adequate school places supported by appropriate transport</p> <p>Improving performance across all Rutland Schools</p> <p>Narrowing the performance gaps for Looked After Children, Children with Special Educational Needs and between boys and girls</p> <p>Raising skills levels throughout the adult population</p> <p>Continuing to reducing crime and anti-social behaviour</p>	<p><u>Finance</u></p> <p>A balanced MTFP</p> <p>Undertaking over the life of the Council a Zero Based Budget review of all expenditure and income</p> <p>Review the Council’s property portfolio to ensure we are making best use of our assets – this will include our Libraries, Rutland County Museum, Catmose and all other properties</p> <p>Maximise collection and recovery rates</p> <p>Drive efficiencies in back office support through improved use of technology</p> <p>To transform customer access to services through the provision of multi-channel services</p> <p><u>Workforce</u></p> <p>To be an ‘employer of choice’ through the delivery of our workforce development strategy</p> <p>To support and develop our workforce</p>

<p>How will we measure success?</p> <p>Our Targets</p>	<p><u>A great place to live & Work....</u></p> <p>The creation of: 700 new homes 160 Affordable homes 375 jobs created</p> <p>Oakham Enterprise Park strategic plan to be completed by 30/09/2016</p> <p>A sustainable plan developed with key health partners for Rutland Memorial Hospital in place.</p> <p>Highway asset management plan to be updated to achieve a Department of Transport band 2 rating by 31/03/2018 and a band 3 rating by 31/03/2020</p> <p>Energy consumption of street lighting to be reduced by 50% by 31/03/2018 from 2015/16 baseline</p> <p>An Oakham Town Centre Improvement Scheme to be implemented by 30/09/2018</p> <p>Complete the roll out of improved broadband across the County</p>	<p><u>A great place to live, play and visit.....</u></p> <p>2% reduction in Emergency Admissions against forecast levels (equates to 68 fewer admissions in 2016-17)</p> <p>By 2020, a 20% reduction in annual delayed transfer of care (DTC) days, relative to the 2015-16 total (977 days)</p> <p>Fewer than 0.36% of the Rutland over 65 population entering residential care per year (equates to 33 people in 2016-17)</p> <p>By 2020, 90% of people receiving reablement per quarter still at home 3 months after discharge</p> <p>Reduce the number of people killed or seriously injured and all injury accidents on our roads by 16% by 31/12/20 from the 2011 to 2015 baseline</p> <p>Reduce the incidents of reported crime and antisocial behaviour by 5% by 31/03/2020 from the 2015/16 baseline.</p> <p>Robust safeguarding arrangements in place to support vulnerable adults, Children and Young people and delivery against the targets outlined in our Local Safeguarding Children's and Adults Plan</p>	<p><u>A great place to learn.....</u></p> <p>A Learning Strategy approved and in place by 31/12/16</p> <p>95% of all children seeking a primary school place are offered their first choice and 100% children are offered a school of their choice (1st -3rd choice)</p> <p>90% of children seeking a secondary school place are offered their first choice and 98% children are offered a school of their choice. (1st -3rd choice).</p> <p>Pupil and parent reviews of transport services indicate 90% "good"</p> <p>KS4 % achieving 5+ A*-C incl. English & Maths: 2017: 73% 2020: 80%</p> <p>Progress and attainment measures indicate Rutland: 2017 in top 15 counties; 2020 in top 5 counties</p> <p>KS1 & 2: 2017: amongst the top 10 counties; 2020 among the top 3 counties in England</p> <p>Early Years Foundation Stage : 2017 among top 5 counties: 2020 among top three counties</p> <p>Looked After Children: all children show progress at 10% rate above average progress scores (at KS2; KS4) 2017: 3%; 2020: 10%.</p> <p>Special Educational Needs: children show progress that is appropriate to them (incl. P scales)</p> <p>Boys/girls: KS4 % gap between achieving 5+ A*-C incl. English & Maths: 2017: 9%; 2020: 5%. KS2: 2017 current gap APS to be reduced to better than national average; 2020; to be among the top 10 Counties.</p> <p><u>Adult Learning</u> 2017 increase the overall level of skills (NVQ) of Rutland residents to: 92% at Level One; 76% at Level Two; 60.5% at Level Three; 40.0% at Level Four. - 2020 increase the overall level of skills (NVQ) of Rutland residents to: 95% at Level One; 78% at Level Two; 63%% at Level Three; 41% at Level Four.</p>	<p><u>Sound financial and workforce planning.....</u></p> <p><u>Finance</u></p> <p>Agree a savings target programme of between £1.5m and £2m by 31 March 2017 that delivers a reduced financial gap by 2019/20.</p> <p>Deliver the annual savings programme, to be reported at the end of each financial year.</p> <p>Maintain reserve balances above minimum recommended level of £2m across the life of the MTFP</p> <p>Collect 98% of Council Tax and 97% of Business Rates</p> <p>Reduce back office costs by 5% by 2019/20</p> <p>Adopt a property asset management strategy by 31/12/2016</p> <p>Deliver a new website that increases on line transactional services year on year for the duration of the plan from a 2016 baseline</p> <p><u>Workforce</u></p> <p>Increase stability in our workforce through a sustained reduction in spend and headcount for temporary, interim & agency staff based on a 2015/16 baseline</p> <p>Improve staff satisfaction scores based on our staff survey compared to the March 2015 baseline</p> <p>Deliver against the actions and targets identified within our workforce development strategy</p>
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SCRUTINY PANEL

11 August 2016

CUSTOMER SERVICES UPDATE

Report of the Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr O Hemsley	
Contact Officer(s):	Debbie Mogg, Director for Resources	01572 758358 dmogg@rutland.gov.uk
	Andy Nix, Head of IT and Customer Service	01572 758360 anix@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

1. That the Scrutiny Panel considers the contents of this report and provides feedback to the Director.

1 PURPOSE OF THE REPORT

- 1.1 This report has been prepared at the request of the Resources Scrutiny Panel and describes the current performance within the customer service centre, the current customer service standards and also seeks a discussion on the panel's view of customer service provision in relation to channel shift.

2 INTRODUCTION

- 2.1 This report is presented in the following sections:
 - The Customer Services Improvement Action Plan – providing detail on progress made to improve the Customer Service Team and what future plans are.
 - Current Performance – providing detail on the current performance of the area against the agreed performance measures.
 - Channel Shift – Background on approaches to channel shift that are adopted by the public sector.

- Customer Service Demand – Information on the current demands on the service based on existing data.
- Customer Service Standards – the current customer service standards that are in use by the Council.
- Local Benchmarking of Customer Service Standards – Background information on other authorities approach to customer service standards.
- Options for Customer Service Standards – consider how customer service standards could be updated.

2.2 This report seeks to update members on progress that has been made in relation to the Customer Services Team, but also to seek feedback on future proposals.

3 CUSTOMER SERVICES IMPROVEMENT ACTION PLAN

3.1 In April 2016 an improvement plan was developed for the Customer Services Team (CST). This plan was designed to improve the performance of the service as well as the quality of the service provided.

3.2 In addition to the improved performance for the key telephony metrics, the overall quality of calls has been improved.

3.3 Additional Customer Service Agents (CSA) resources have been provided, via temporary contracts and an external recruitment process is currently being completed for the medium term.

3.4 CST have introduced a standard greeting and ending to improve the consistency and good customer service:

- “Good morning/afternoon, Rutland County Council, Customer Services, my name is <First Name>, how can I help?”
- “Is there anything else I can help you with? Thank you goodbye.”

3.5 Issues of training and consistency have been the addressed. Using the approach of a formal service level agreement (SLA) meetings have been held between the Customer Services Manager and key back office areas to improve the relationship, ensure the services are being delivered correctly and to develop the SLA which documents in detail the responsibilities.

3.6 CST operate without a Customer Relationship Manager (CRM) software and use a model of directly accessing back office systems to enter data or the use of emails to the back offices. To aid consistency, CST are ensuring that for high volume service areas there is agreement on the information to be collected and logged.

4 CURRENT PERFORMANCE

4.1 Overall the performance metrics of the service have improved significantly since April 2016. The performance is reported on a weekly basis and shows:

- Average call waiting times have reduced from an average of 118 seconds for the week ending 8th April to 33 seconds week ending 15th July.

- The percentage of calls answered within 15 seconds has risen from 31% to 58% for the same period.
- The percentage of abandoned calls has reduced, from 24% to 5% for the same period.

4.2 During the Q1 2016/17 the CST dealt with:

- 20,332 telephone calls, 52% of which we resolved without transfer to another department.
- 5,227 face to face visits, 98% of which were resolved.
- 2,479 emails, 32% of which were resolved.

4.3 During Q1 the top services that were requested on the phone were:

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

4.4 These top 5 services accounted for over 50% of our contact with customers.

4.5 Whilst the sample size is only 634, customer satisfaction is collected and 83% of customer report as 'Good' their experience on the phone.

4.6 June 2016 was a very busy month for the Council, and CST, in the period to the European Referendum. During this period:

- 6,471 telephone calls were answered, which is 42 calls per hour. 945 (15%) were in relation to the referendum.
- 70% of customers were answered within 1 minute and 93% of all calls were answered within 4 minutes.

4.7 Further performance data is shown in Appendix A.

5 CHANNEL SHIFT

5.1 Many local authorities are helping achieve improved customer service and cost savings by a 'channel shift' strategy. In general terms this refers to moving customers up the hierarchy of access channel, based on cost. So face to face customers are encouraged to use telephony or web services and telephony users are encouraged to use web and other automated solutions.

- 5.2 Some authorities are simply trying to move customers by encouraging those that present face to face that they could have done their transaction online or via the telephony. Many Council's play messages to customers whilst they are waiting on the phone that services are available online – especially at peak times.
- 5.3 Some authorities achieve channel shift by providing a better service, so an always available website, with a customer account, access to online forms, making payments provides a better solution than available face to face and telephony methods.
- 5.4 An alternative route is to remove access channels at certain times to force customers into other channels. This could be reduction in opening times for the face to face offer but could also be a reduction in telephony offer. There is usually a need to ensure that alternative access to services is provided.
- 5.5 There is a key area where the Council can improve customer services and reduce costs of delivery. This is in the area of avoidable contact, situations where the customer makes contact but the contact could have been avoided either by the removal of the problem in the first place or proactive communication to avoid follow up contact. As an example poor quality letters that are not understood correctly by customers can lead to calls that could have been avoided.
- 5.6 The existing principles for RCC are:
- Channel preference is: 1. Online (digital), 2. Phone and 3. Face to Face
 - Triage approach – customers are met as they enter the building and directed appropriately.
 - Self Serve kiosks in CST with floor walker(s) to assist.
 - Waiting area for business visitors and customers requiring face to face support.
- 5.7 Whilst there is no formal 'digital strategy' the Council is seeking to:
- Increase digital take up – maximise the number of customers engaging with us via digital channels 'Anytime, anywhere, any channel access for customers'
 - Reduce avoidable contacts (information or service is available online)
 - Reduce failure demand (customers contacting us more times than they need to)
 - Remove waste from processes (only do what we need to do)
 - Have hands free processing (customer inputs data and it feeds directly into our systems)
 - Share customer data across One Council, improved customer insight

- Reduce demand from our more vulnerable customers by supporting them to live more independently
- Robust information management
- Reduction in the overall cost of IT
- Savings across the organisation through leaner, digital processes

5.8 There is currently a major project being delivered to provide a new website that is:

- Easy to use
- Good content that is helpful to customers
- Robust sign-posting to other agencies
- Provides access to functionality such as 'find my nearest', online forms, access to information in back office applications e.g. planning, Revs and Bens etc.

5.9 As part of the channel shift described above consideration has been given to the layout of the customer service centre and how the space can be maximised and the customer service improved.

5.10 There is a very limited customer offer for face to face visitors – mainly access to a CSA and posters/leaflets.

5.11 Discussions are expected to provide facilities for self service in the Customer Services area. This is likely to be provided by fixed desktop PCs that will be setup to have access to the Council's corporate website.

5.12 A trial is planned for August 2016 looking at the use of staff to triage customers and see if their requirements could be dealt with simply and effectively, for instance using an online form on the corporate website, and to reduce any queuing to see a customer services agent.

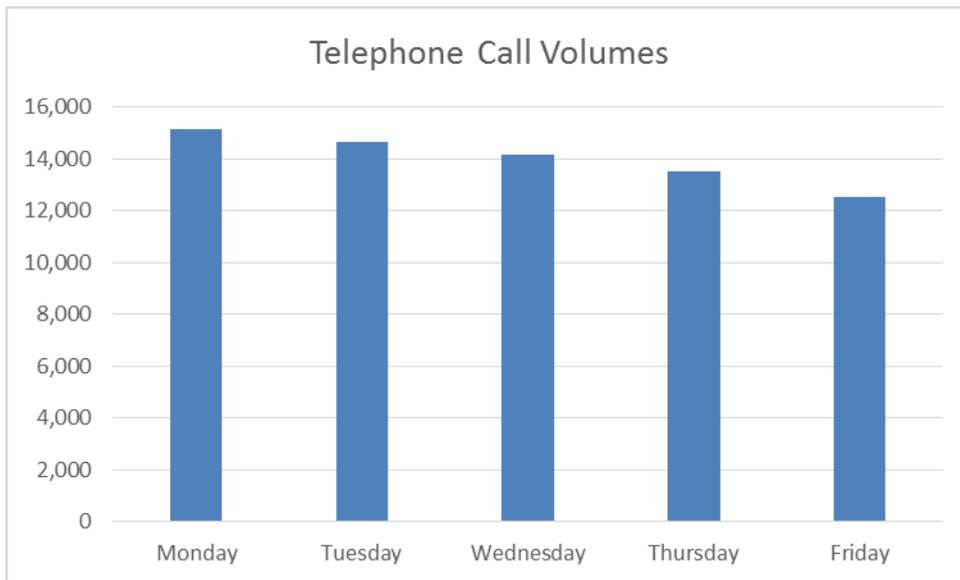
6 CUSTOMER SERVICE DEMAND

6.1 Information on current demands on the service and patterns can be used as the basis for future decision making on the service offer.

6.2 Information is available on the telephone call volumes to CST for the period 1st January 2015 to 31st December 2015.

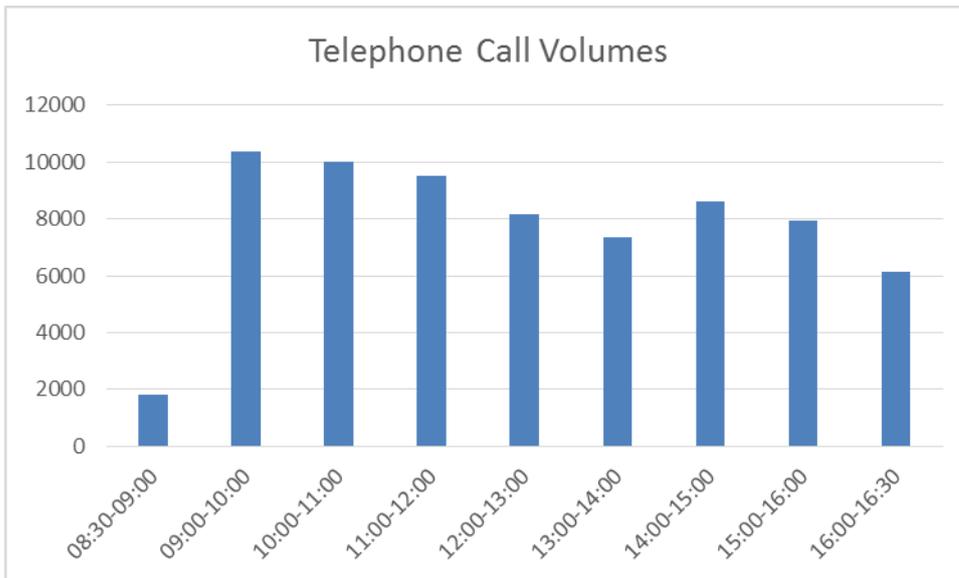
6.3 The table and chart below shows the breakdown of telephone calls per day and shows that demand reduces during the week.

	Call Volumes
Monday	15,156
Tuesday	14,667
Wednesday	14,146
Thursday	13,503
Friday	12,518



6.4 Over the same period the table and chart below shows the breakdown of calls by hour of the day. This shows the peak of calls is in the morning and then a reduction in calls over the rest of the day, although the period 2pm to 4pm calls rise.

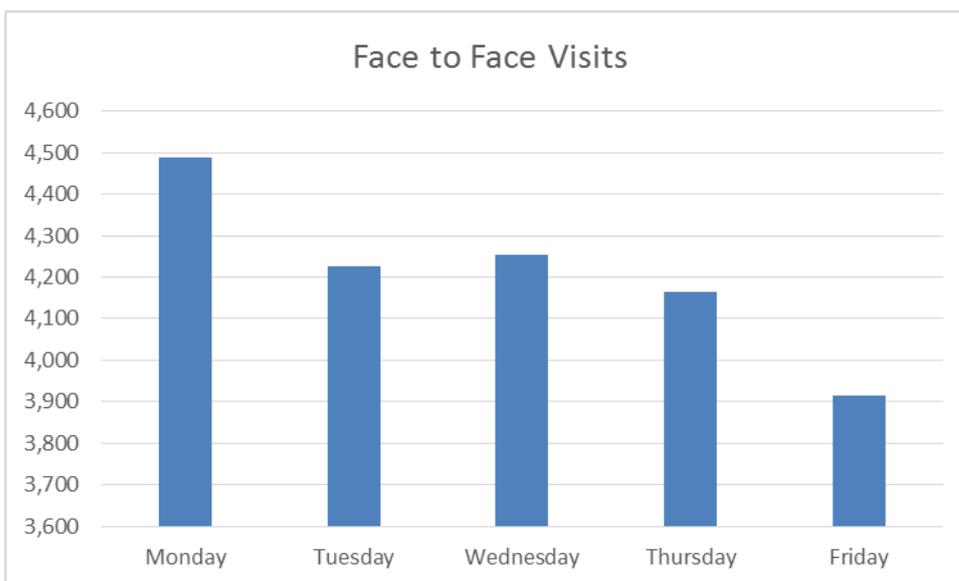
	Call Volumes
8:30 – 9:00	1,801
9:00 – 10:00	10,383
10:00 – 11:00	10,015
11:00 – 12:00	9,536
12:00 – 13:00	8,183
13:00 – 14:00	7,335
14:00 – 15:00	8,628
15:00 – 16:00	7,959
16:00 – 17:00	6,150



6.5 Information is available on the face to face volumes to CST for the period 1st January 2015 to 31st December 2015.

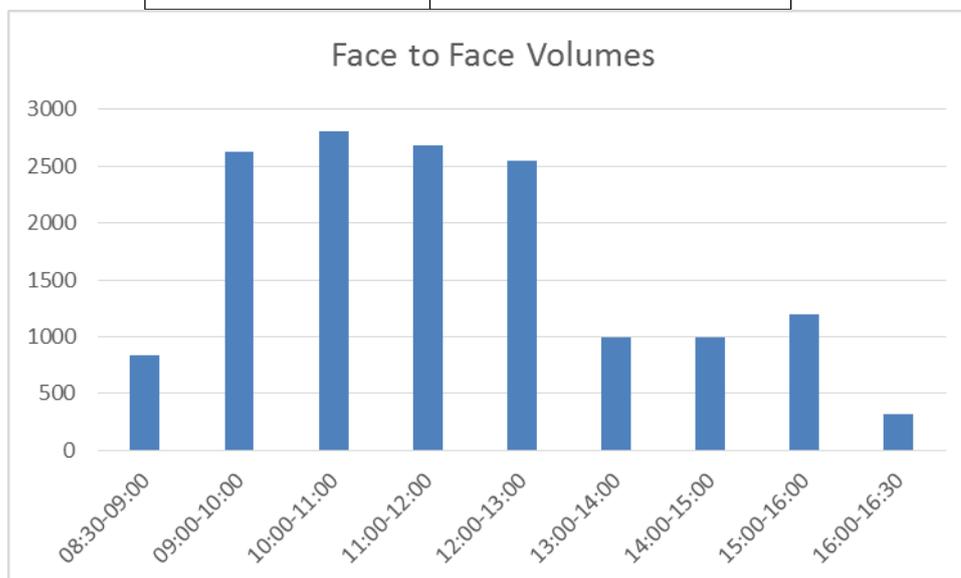
6.6 The table and chart below shows the breakdown of face to face visits per day and shows that demand reduces during the week.

	Face to Face Volumes
Monday	4,489
Tuesday	4,226
Wednesday	4,254
Thursday	4,166
Friday	3,916



6.7 Over the same period the table and chart below shows the breakdown of face to face visits by hour of the day. This shows the peak is in the morning from 9am until 1pm and then a significant reduction for the rest of the day.

	Face to Face Volumes
8:30 – 9:00	838
9:00 – 10:00	2,630
10:00 – 11:00	2,809
11:00 – 12:00	2,679
12:00 – 13:00	2,550
13:00 – 14:00	990
14:00 – 15:00	994
15:00 – 16:00	1,193
16:00 – 17:00	317



6.8 To put these figures in context, 15,156 which is the number of telephone calls on a Monday is an average of 330 calls each day. This is around 40 calls per hour so 1 call every 1½ minutes. Similarly, the 4,489 face to face visits on Monday is 100 visits a day and on average 1 visit every 5 minutes.

6.9 One area of consideration is repeated calls by the same customer. This might indicate demands across a range of services or specific issues with a specific service area. Either scenario would perhaps lend itself to an intervention to help the customer.

6.10 However the lack of a formal CRM makes this analysis complex and subject to error. Analysis of repeated calls over a period of time from the same number (and local numbers) might provide some data on which decisions could be made.

6.11 Work has commenced to look at the percentage of customers ringing from '01572', '01780 or '01664' and making repeated attempts to call for Q1 2016/17. Whilst there might be customers that have a set of complex needs and are calling the

Council on a frequent basis, there is no robust system to identify these customers and analysing incoming telephone numbers is not precise. It is expected that as part of the cost/benefit analysis of a CRM system that the opportunity to identify these customers will be included.

- 6.12 A local Council efficiency study found that the average cost of interaction with the Council was broken down to £8.62 for face-to-face, £2.83 over the phone and 15p online. This is something that councils across the country are trying to achieve and the CIPFA Benchmarking Club results show that through channel shift, 50% of councils that participated achieved improvements to the user experience, 58% delivered quantified efficiencies and 65% realised cashable savings.
- 6.13 The Council have recently participated in the Chartered Institute of Public Finance and Accountancy (CIPFA) Benchmarking Club. These results compare Rutland County Council results to other Councils across the country. The analysis showed that the average call duration was 150 seconds. It also showed that the average time taken to answer calls was 52 seconds across the benchmark club.

7 CUSTOMER SERVICE STANDARDS

- 7.1 The current customer service standard was introduced in 2011.
- 7.2 There are a number of factors that lead towards a review of these standards:
- Increasing expectations of customers.
 - Ongoing financial climate and a need to review service provision
 - Increasing use of social media, emails and web.
- 7.3 The current service standards are based on the following principles of customer care and that the Council will:
- Be welcoming, polite and helpful
 - Be open, honest and fair
 - Respond quickly and efficiently to enquiries and requests for service
 - Use plain language in any contact we have with you
 - Only ask you for information that is relevant and explain why it is needed
 - Tell you what we can and cannot do so you know what to expect from us
 - Work hard to meet the needs of all our customers as individuals
 - Ask for your views about services and act on any comments you make
 - Make sure that when we are not able to help you we will try to find out who can

- 7.4 The specific published standards for phone calls are:
- Provide service options and enable customers to speak to a member of staff within 15 seconds
 - Respond to telephone messages or voicemails within one working day
 - Tell the customer who they are speaking to.
- 7.5 The specific published standards for emails and letters are:
- Aim to respond as quickly as possible and definitely within 5 working days
 - If the customer's query cannot be resolved in this time, acknowledge the email within one working day or two working days for letters and provide a full response within 10 working days.
- 7.6 The specific published standards for face to face are:
- Deal with customers promptly, aiming to keep waiting time to a maximum of five minutes
 - Make a private interview room available
 - Offer you an appointment if preferred
- 7.7 Published performance measures are:
- Percentage of telephone calls answered within 15 seconds – target 75%
 - Percentage of abandoned calls – target 8%

8 LOCAL BENCHMARKING OF CUSTOMER SERVICE STANDARDS

8.1 The following table shows the relevant service standards from other public sector organisations, where there is specific information in relation to their central customer services team:

Organisation	Service Standards
Leicester City Council	<ol style="list-style-type: none"> 1. Answer calls within 20 seconds (6 rings). This means: <ol style="list-style-type: none"> A. The call is answered within 20 seconds by a member of staff where there are no automated facilities OR B. The call is answered within 20 seconds by a member of staff without an automated telephone system kicking in OR C. The call could be answered by an automated telephone system within 20 seconds with an automated message telling the customer how long the wait is going to be/they are in queue and the call will be answered shortly. 2. Seen within 15 minutes from arrival and kept informed of any delays.
Leicestershire County Council	There is a published service standard but this is not specific
Nottinghamshire County Council	<ol style="list-style-type: none"> 1. At the customer service centre 80% of calls within 30 seconds 2. Respond to telephone messages within 2 days 3. Respond to emails within 2 working days, with a full reply within 5 working days 4. Face to face aim to deal with the enquiry with 20 minutes
Northamptonshire	<ol style="list-style-type: none"> 1. Answer calls within 20 seconds 2. Welcome face to face visitors within 2 minutes of arrival 3. Respond to letters within 3 working days

9 OPTIONS FOR CUSTOMER SERVICE STANDARDS

- 9.1 The current service standard and the associated performance metrics lead to concentration around answering calls within the first 15 seconds and do not ensure that all calls are dealt with appropriately.
- 9.2 There is an opportunity to review these standards and to get input from stakeholders on a more balanced approach that ensures that demands across all access channels are met appropriately.
- 9.3 As an example of a different approach, the Council could measure the percentage of calls answered within a minute and the percentage of calls answered within 5 minutes of waiting.
- 9.4 New performance measure will seek to ensure that there is a focus on all the calls that are in the call centre including new calls and also calls that have been waiting for some time.

10 DISCUSSION AREAS

- 10.1 This report has provided information on the current performance of CST, the current activities to improve the service, the statistics around demand as well as the potential changes that might come from the channel shift strategy.
- 10.2 The Resources Scrutiny Panel is invited to provide feedback on this report and to consider:
- How could customer service standards be refreshed and brought up to date.
 - i) For instance measure the percentage of calls answered within a minute and the percentage of calls answered within 5 minutes of waiting. If so what would be acceptable targets.
 - How can the Council balance channel shift and the quality of the customer offer
 - How can over a period of time reduce the face to face offer
 - i) Close the face to face offer at certain times
 - ii) Move to appointment only for certain services
 - iii) Use self-serve stations

11 FINANCIAL IMPLICATIONS

- 11.1 The development of a new web site and channel shift programme does have financial implications; however, funding has already been agreed for this development therefore there is no pressure on existing budgets

12 LEGAL AND GOVERNANCE CONSIDERATIONS

- 12.1 There are no implications as this report is to seek early views from the panel on policy direction.

13 EQUALITY IMPACT ASSESSMENT

- 13.1 There will be an impact when the Digital Strategy is developed; those affected will be consulted as part of the Council's approach to developing its digital services.

14 BACKGROUND PAPERS

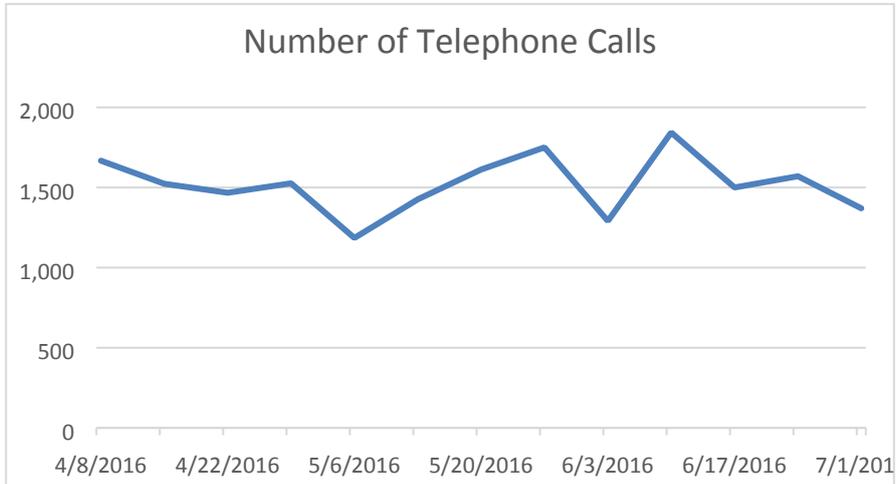
- 14.1 Customer Service Performance and Strategy – Report 192/2015

15 APPENDICES

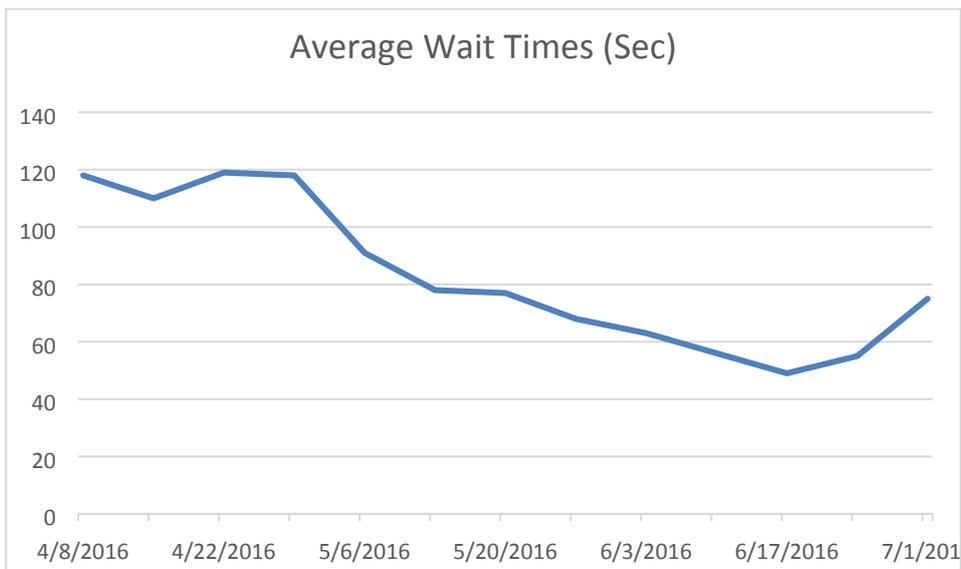
Appendix A - CST Performance Details

Below are graphs that detail the performance of CST since April 2016.

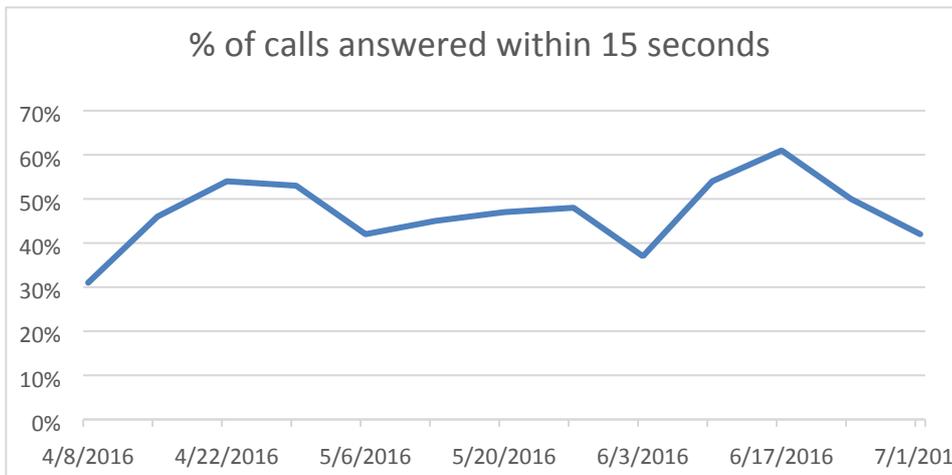
1. Volume of calls



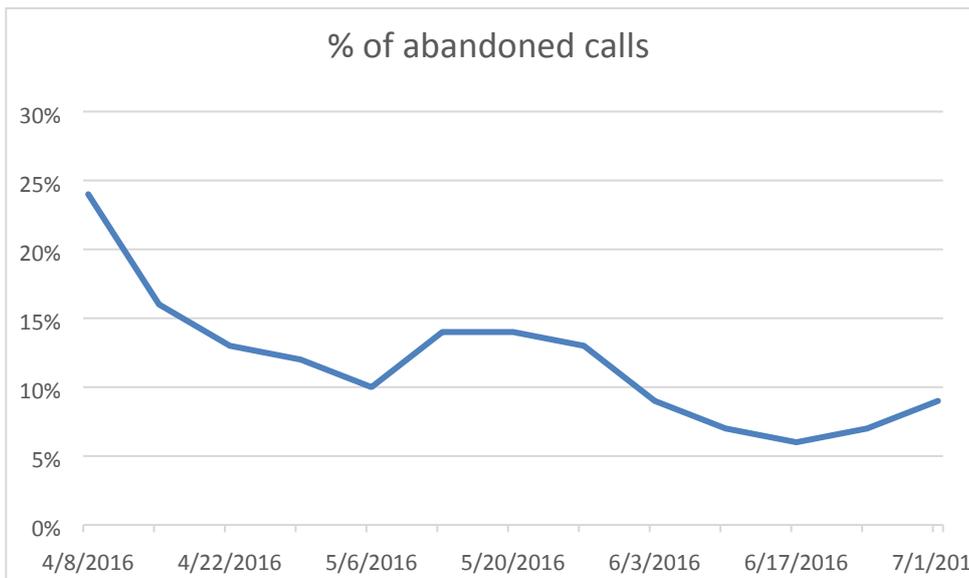
2. Average Wait Time



3. % of calls Answered within 15 seconds



4. Abandoned Rate



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

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