

## Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

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Ladies and Gentlemen,

A meeting of the **STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE** will be held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on **Thursday, 23rd November, 2023** commencing at **7.00 pm** when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews  
**Chief Executive**

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Although social distancing requirements have been lifted there is still limited available seating for members of the public. If you would like to reserve a seat, please contact Democratic Services at [democraticservices@rutland.gov.uk](mailto:democraticservices@rutland.gov.uk).

### **A G E N D A**

**1) WELCOME AND APOLOGIES RECEIVED**

**2) RECORD OF MEETING**

To confirm the record of the meeting of the Strategic Overview and Scrutiny Committee held on the 21<sup>st</sup> September 2023.  
(Pages 5 - 14)

**3) ACTIONS ARISING**

There were no actions arising from the previous meeting.

**4) DECLARATIONS OF INTEREST**

In accordance with the Regulations, Members are invited to declare any personal or prejudicial interests they may have 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.

**5) PETITIONS, DEPUTATIONS AND QUESTIONS**

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of [Procedure Rules 25 and 159](#).

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.

**6) QUESTIONS WITH NOTICE FROM MEMBERS**

To consider any questions with notice from Members received in accordance with the provisions of [Procedure Rule No 161 and 162](#).

**7) NOTICES OF MOTION FROM MEMBERS**

To consider any Notices of Motion from Members submitted in accordance with the provisions of [Procedure Rule No 163](#).

**8) CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO THE CALL-IN OF A DECISION**

To consider any matter referred to the Committee for a decision in relation to call in of a decision in accordance with [Procedure Rule 149](#).

**9) SCRUTINY COMMITTEE RECOMMENDATIONS/OUTCOMES**

To receive an update on recommendations made by the Strategic Overview and Scrutiny Committee.  
(Pages 15 - 16)

**10) PLAN OF HEALTH RESPONSIBILITIES AND KEY DECISIONS**

To receive a presentation from Councillor Diane Ellison, Portfolio Holder for Adult Care and Health, Kim Sorsky, Strategic Director of Adult Services and Health, Debra Mitchell, Deputy Chief Operating Officer, Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB) and Mike Sandys, Director of Public Health for Leicestershire & Rutland.  
(Pages 17 - 38)

**11) CORPORATE PERFORMANCE - MID YEAR REPORT**

To receive Report No. 170/2023 from Councillor A Johnson, Deputy Leader and Portfolio Holder for Resources.  
(Pages 39 - 88)

**12) 2023/24 QUARTER 2 - REVENUE AND CAPITAL FORECAST REPORT**

To receive Report No. 171/2023 from Kirsty Nutton, Strategic Director of Resources.  
(Pages 89 - 110)

**13) REVIEW OF THE WORK PLAN**

To consider the current Forward Plan and identify any relevant items for inclusion in the Strategic Overview and Scrutiny Committee Annual Work Plan or to request further information.

The Forward Plan is available on the website at:  
<https://rutlandcounty.moderngov.co.uk/mgListPlans.aspx?RPId=133&RD=0>

(Pages 111 - 118)

**14) ANY URGENT BUSINESS**

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

**15) DATE OF NEXT MEETING**

Thursday, 25<sup>th</sup> January 2024 at 7 pm in the Council Chamber, Catmose, Oakham, Rutland LE15 6HP.

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**TO: ELECTED MEMBERS OF THE STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE**

<b>Name</b>	
1.	Councillor R Ross (Chair)
2.	Councillor L Stephenson (Vice Chair)
3.	Councillor T Carr
4.	Councillor M Chatfield
5.	Councillor K Corby
6.	Councillor H Edwards
7.	Councillor S Lambert
8.	Councillor K Payne
9.	Councillor R Powell

**Quorum:** 5 Councillors

**STATUTORY CO-OPTED MEMBERS – EDUCATION REPRESENTATIVE:**

<b>Name</b>		<b>Title</b>
10.	Andreas Menzies	Roman Catholic Diocese
11.	Peter French	Diocesan Deputy Director of Education, Dioceses of Peterborough

**PORTFOLIO HOLDER:**

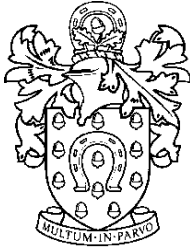
<b>Name</b>		<b>Title</b>
12.	Councillor G Waller	Leader of the Council
13.	Councillor A Johnson	Deputy Leader and Portfolio Holder for Resources
14.	Councillor P Browne	Portfolio Holder for Planning and Property
15.	Councillor D Ellison	Portfolio Holder for Adult Care and Health
16.	Councillor T Smith	Portfolio Holder for Children’s Services
17.	Councillor C Wise	Portfolio Holder for Highways, Transport and the Environment

**OFFICERS:**

<b>Name</b>		<b>Title</b>
18.	Mark Andrews	Chief Executive
19.	Angela Wakefield	Strategic Director of Law and Governance (Monitoring Officer)
20.	Dawn Godfrey	Strategic Director of Children and Families
21.	Kim Sorsky	Strategic Director of Adult Services and Health
22.	Kirsty Nutton	Strategic Director of Resources (S151 Officer)
23.	Penny Sharp	Strategic Director of Places
24.	Jane Narey (Clerk)	Scrutiny Officer

**FOR INFORMATION:**

<b>Name</b>		<b>Title</b>
25.	Angela Hillery	Chief Executive, Leicestershire Partnership NHS Trust
26.	Peter Cantley	Diocesan Director of Education, Diocese of Peterborough



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Minutes of the **MEETING of the STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE** held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on Thursday, 21st September, 2023 at 7.00 pm

**PRESENT** Councillor R Ross (Chair)  
Councillor L Stephenson (Vice Chair)  
Councillor T Carr  
Councillor M Chatfield  
Councillor K Corby  
Councillor H Edwards  
Councillor R Payne  
Councillor R Powell

**APOLOGIES** Councillor S Lambert  
Councillor K Payne  
Peter French Diocesan Deputy Director of Education,  
Dioceses of Peterborough

## **STATUTORY CO-OPTED MEMBERS – EDUCATION REPRESENTATIVES**

### **PRESENT**

Andreas Menzies Roman Catholic Diocese

### **PORTFOLIO HOLDERS PRESENT**

Councillor T Smith Portfolio Holder for Children's Services  
Councillor C Wise Portfolio Holder for Highways, Transport  
and the Environment

### **OFFICERS PRESENT**

Dawn Godfrey Strategic Director of Children and Families  
Penny Sharp Strategic Director of Places  
Bernadette Caffrey Head of Early Help, SEND and Inclusion  
Emma Odabas Interim Senior Transport Manager  
Jane Narey (Clerk) Scrutiny Officer

### **ATTENDED**

Councillor A Brown Chairman of the Council and Chair of the  
Economic Strategy Task and Finish Group

## **1 WELCOME AND APOLOGIES RECEIVED**

The Chair welcomed everyone to the meeting. He thanked Councillor Nick Begy for his service to the committee and welcomed his replacement, Councillor Kevin Corby. Apologies were noted from Councillor Karen Payne, Councillor Stephen Lambert and Mr Peter French. Councillor Raymond Payne attended the meeting as Councillor Lambert's representative.

## **2 RECORD OF MEETING**

The minutes of the meeting of the Strategic Overview and Scrutiny Committee held on the 13<sup>th</sup> July 2023 were approved as an accurate record.

## **3 ACTIONS ARISING**

There were no actions from the previous meeting.

## **4 DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **5 PETITIONS, DEPUTATIONS AND QUESTIONS**

No petitions, deputations or questions were received.

## **6 QUESTIONS WITH NOTICE FROM MEMBERS**

No questions with notice with notice were received from Members.

## **7 NOTICES OF MOTION FROM MEMBERS**

No notices of motion were received from Members.

## **8 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO THE CALL-IN OF A DECISION**

No call-ins were received.

## **9 SCRUTINY COMMITTEE RECOMMENDATIONS/OUTCOMES**

The recommendations from the Economic Strategy Task and Finish Group were presented to Cabinet on the 15<sup>th</sup> August 2023 and the response was noted.

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Councillor Hannah Edwards joined the meeting at 7.04 p.m.

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## **10 REVIEW OF THE WORK PLAN**

### **A) PROPOSED ITEMS FOR SCRUTINISING**

The Chair confirmed that two proposal forms had been received for items to be added to the Committee's work plan:

#### **1. Charging for Care and Support Policy**

- It was agreed that the item should be added to the Committee's work plan for the Committee's meeting on the 8th February 2024 due to its Extent (it would affect a number of Rutland residents) and that it would be a matter of Public Interest.

- The Chair proposed that the Scrutiny Committee should also review the draft public questionnaire prior to its submission to Cabinet on the 17<sup>th</sup> October 2023.

## **RESOLVED**

That the Committee:

- a) **APPROVED** the inclusion of the Charging for Care and Support Policy to the Committee's work plan for discussion at its meeting on the 8th February 2024.
  - b) **AGREED** that the draft public questionnaire should be reviewed by the Strategic Overview and Scrutiny Committee prior to its submission to Cabinet on the 17<sup>th</sup> October 2023.
2. Oversight provided by the Rutland Health and Wellbeing Board in the development of the plan for future health service provision for Rutland residents.
- The Chair informed members that the Strategic Director of Adult Services and Health had attended the Committee's pre-meeting and provided additional information to members.
  - It was noted that though this matter was of Public Interest, it was questionable as to what impact the Scrutiny Committee could have by scrutinising it.
  - The Chair proposed that the item should not be added to the Committee's work plan. Instead, a plan of health responsibilities and key decisions should be presented to the Strategic Overview and Scrutiny Committee in November.

## **RESOLVED**

That the Committee:

- a) **DECLINED** to include 'Oversight provided by the Rutland Health and Wellbeing Board in the development of the plan for future health service provision for Rutland residents' to the Committee's work plan.
- b) **AGREED** that a plan of health responsibilities and key decisions, which detailed all the current health plans, identified whose plans they were, showed how they all fitted together and detailed the development process for the current five-year plan for Rutland through to its completed form would be added to the Committee's work plan for discussion at its meeting on the 23rd November 2023.

## **11 SEND PROGRAMME UPDATE**

Report No. 138/2023 was received from Dawn Godfrey, Strategic Director of Children and Families. The report was presented by Councillor Tim Smith, Portfolio Holder for Children's Services and a presentation was received from Bernadette Caffrey, Head of Early Help, SEND and Inclusion (copy attached). During the discussion, the following points were noted:

- The aim of the DfE Delivering Better Value (DBV) Programme was to improve outcomes for SEND children and young people and deliver a balanced high needs block budget. Phase 1 of the DBV Programme had been completed.
- Rutland County Council (RCC) had been appointed joint lead alongside Leicestershire County Council and Leicester City Council for the East Midlands Change Partnership in relation to the SEND and AP national change programme

- Phase 2 of the Delivering Better Value Programme would run until March 2025 with regular reporting to the DfE. The first report, including financial forecasts was required by the DfE in February 2024.
- Councillor R Payne asked what support was being provided to armed forces families. The Strategic Director of Children and Families confirmed that SEND officers had been to Cyprus to meet the children of those armed forces families that would be moving to Kendrew Barracks over the summer 2023. Each child's needs and the level of support required had been identified to ensure a suitable school place was secured for when the family arrived.
- The Head of Early Help, SEND and Inclusion confirmed that an induction session had been arranged at Kendrew Barracks for the incoming families to be briefed about Children's Services and to meet the staff involved.

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Councillor Ross declared a non-pecuniary interest in that his wife had been a Special Educational Teacher

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- Councillor Stephenson proposed that the Scrutiny Committee should send a letter supporting the continuation of the 'statutory override' relating to the High Needs Block of the Dedicated Schools Grant (DSG). The 'statutory override' meant that any DSG deficit was not included in the Council's main revenue budget but this would cease in 2026.
- The Strategic Director of Children and Families confirmed that RCC had a good relationship with its health colleagues and that the new governance arrangements would only strengthen the strategic partnership relationships.

## RESOLVED

That the Committee:

- a) **NOTED** the Area SEND inspection outcome and the Delivering Better Value (DBV) Programme progress.
- b) **ADVISED** how the Committee wished to be involved in the progress of the Delivering Better Value Implementation Plan.
- c) **AGREED** that the Committee would receive a report detailing the progress of the Delivering Better Value Implementation Plan at its meeting on the 21<sup>st</sup> March 2024.
- d) **AGREED** that the Strategic Overview and Scrutiny Committee would send a letter to the Member of Parliament / Minister of State for Education supporting the continuation of the 'statutory override' relating to the High Needs Block of the Dedicated Schools Grant.

## 12 EXCLUSION OF PUBLIC AND PRESS

It was proposed by the Chair that Agenda Item 14 B) – Asset Review Task and Finish Group was taken before Agenda Item 14 A) – Economic Strategy Task and Finish Group and that the public and press be excluded from the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 as the following items of business were likely to lead to the disclosure of information relating to the financial or business affairs of any particular person (including the authority holding that information). This was seconded and upon being put to the vote the motion was unanimously carried.

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The Chair closed the public meeting at 8.01 p.m.  
Dawn Godfrey, Strategic Director of Children and Families and Bernadette Caffrey,  
Head of Early Help, SEND and Inclusion left the meeting.

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**13 TRANSPORT NETWORK REVIEW BUSINESS CASE & POST-16 TRAVEL OPTIONS**

**14 ASSET REVIEW TASK AND FINISH GROUP**

**15 GROUP AND PANEL UPDATES**

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The Chair re-opened the public meeting at 9.06 p.m.

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**A) ECONOMIC STRATEGY TASK AND FINISH GROUP**

The final report of the Economic Strategy Task and Finish Group was presented by Councillor Andrew Brown, Chair of the Economic Strategy Task and Finish Group. During the discussion, the following points were noted:

- Councillor Brown informed attendees that both members and officers had found the Economic Strategy Task and Finish Group process beneficial. This was because the Task and Finish Group had started by being properly scoped with clear, realistic, timely and time limited objectives identified.
- All the meetings between members, officers and external partners had been very positive with all parties working in partnership.
- Members of the group had understood the topic under review and how it would affect the council and its residents.
- Positive questioning had led to positive and productive responses and this had resulted in the group providing recommendations regarding the new Economic Development Strategy.
- Councillor Brown expressed his thanks to members and officers for all their hard work and hoped that the Committee saw the Economic Strategy Task and Finish Group as an example of 'good practice' for future scrutiny task and finish groups.
- The Strategic Director of Places thanked the Group noting that it had been a positive process for officers as it had added value to what the Council wanted to achieve.

**RESOLVED**

That the Committee:

- a) **APPROVED** the final report of the Economic Strategy Task and Finish Group.

**16 ANY URGENT BUSINESS**

There was no urgent business.

**17 DATE OF NEXT MEETING**

Thursday, 23rd November 2023 at 7.00 p.m. in the Council Chamber.

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**The Chair declared the meeting closed at 9.14 p.m.**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE: RECOMMENDATIONS AND OUTCOMES

MEETING DATE	REPORT TITLE	RECOMMENDATIONS	OUTCOMES
15	<p><b>21.09.23</b></p> <p><b>Transport Network Review Business Case &amp; Post 16 Travel Options</b></p>	<p><b>RECOMMENDED</b> to Cabinet the need for Rutland County Council to provide the non-statutory post-16 transport services.</p>	<p><b>Cabinet 17.10.23</b></p> <p>The Chair confirmed that the Transport Network report was on the agenda for the meeting and that Cabinet would refer to Post 16 when that report was discussed.</p> <p><b>RESOLVED</b> That Cabinet:</p> <p>a) <b>NOTED</b> the outcomes of the post-16 (P16) transport options review (stage 1) as set out in exempt Appendix B.</p> <p>b) <b>APPROVED</b> the next steps of the P16 transport options review (stage 2).</p>
<p><b>20.04.23</b></p>	<p><b>Minerals Authority Contract: Update Report</b></p>	<ol style="list-style-type: none"> <li>1. <b>RECOMMENDED</b> to the Leader that minerals waste was explicitly identified within a portfolio and that the Portfolio Holder and Members received a quarterly overview report regarding the progress of the minerals waste contract and the monitoring visits and that the details of the monitoring visits should be shared with the Rutland Quarry Forum.</li> <li>2. <b>RECOMMENDED</b> that Cabinet considered the SMART objectives within the Minerals Waste Contract and developed them to be SMART i.e. more robust.</li> </ol>	<p><b>Cabinet 17.10.23</b></p> <p>The Portfolio Holder confirmed the planning functions around Minerals and Waste were recognised as important and were explicitly identified within the responsibilities of the Portfolio Holder for Planning.</p> <p>The Leader was pleased and felt it was an excellent step forward that the Council's Planning Officers could upskill and deal with minerals.</p> <p>The Leader also felt that Cabinet had adequately dealt with the Scrutiny</p>

MEETING DATE	REPORT TITLE	RECOMMENDATIONS	OUTCOMES
16		<p>3. <b>RECOMMENDED</b> to Cabinet that the minimum planning conditions as detailed in the Greetham Quarry contract should be adopted as the standard for future quarrying contracts by Rutland County Council.</p> <p>4. <b>RECOMMENDED</b> that Cabinet should undertake to investigate a plan to increase minerals monitoring and enforcement skills/resource and review potential funding through the Local Plan funds, monitoring visits and planning fees.</p>	<p>recommendations at the current stage as it was still currently ongoing.</p> <p><b>RESOLVED</b> That Cabinet <b>CONSIDERED</b> the recommendations from the Overview and Scrutiny Committee alongside the updated information set out in the report.</p> <p><b>Cabinet 06.06.23</b> The first recommendation was accepted and Councillor Paul Browne's Cabinet Portfolio was amended by the Leader to include specific responsibility for Minerals.</p> <p>The other recommendations were felt by Cabinet to require more detailed consideration. Councillor P Browne would work with officers and report back to Cabinet on 12<sup>th</sup> September 2023.</p>



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<sup>17</sup>Rutland County Council

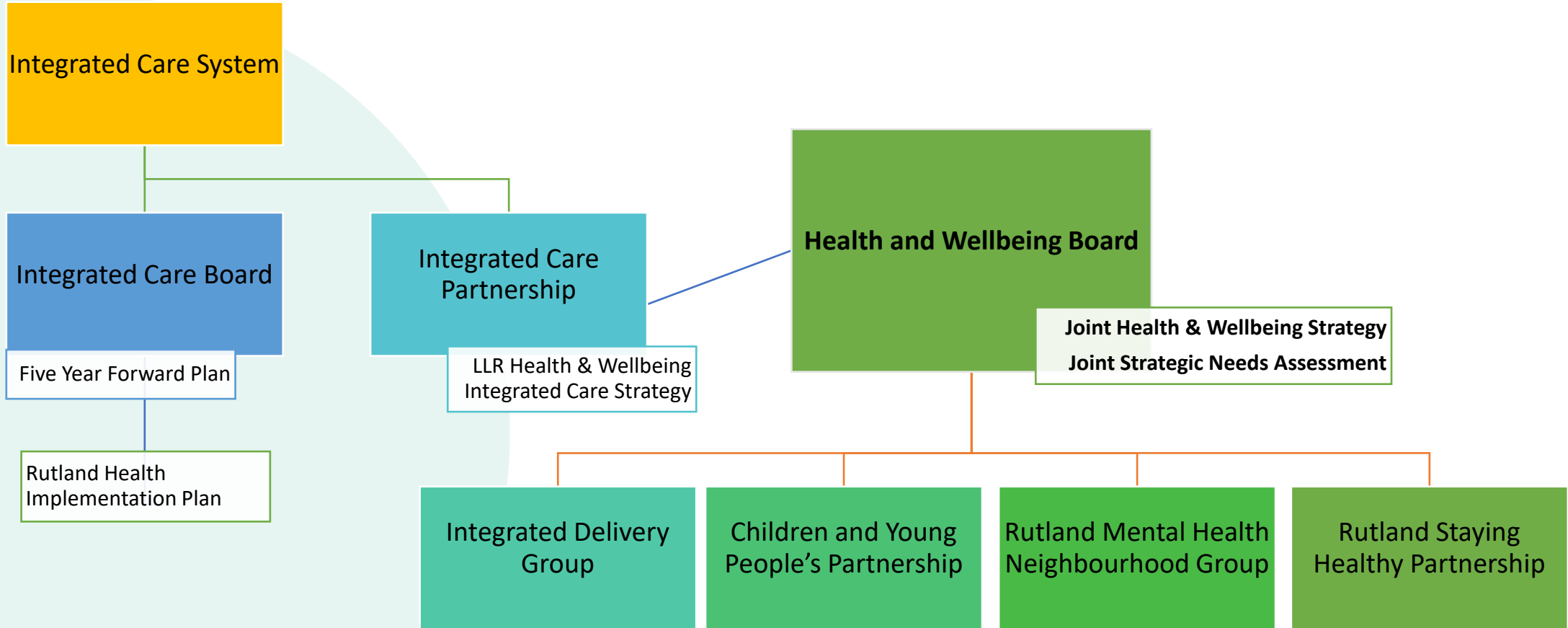
# Rutland Health and Wellbeing Landscape

## Contents

- Structure Chart
- Integrated Care System
- Integrated Care Board and 5 Year Forward Plan
- Integrated Care Partnership and Strategy
- Rutland Health Implementation Plan
- Linkage
- Health and Wellbeing Board
- Joint Health and Wellbeing Strategy and the Health and Wellbeing Integration Lead
- Joint Health and Wellbeing Strategy – Priorities and Action Areas
- Joint Strategic Needs Assessment
- Sub-Groups of the Health and Wellbeing Board

## Structure Chart

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## Integrated Care System

Integrated Care Systems (ICSs) '*Leicester, Leicestershire and Rutland ICS*' are partnerships that bring together NHS organisations, local authorities and others to take **collective** responsibility for:

- **Planning and delivering** joined up health and care services
- **Improving health and reducing inequalities** across geographical areas

**The aim is to improve the lives of people who live and work in their area.**

The 2022 Health and Care Act formalised ICSs as legal entities with statutory powers and responsibilities, previously being informal.

Statutory ICSs comprise two key components:

- Integrated Care Board '*NHS LL&R ICB*'
- Integrated Care Partnership '*LL&R Health and Wellbeing Partnership*'

## Integrated Care Board

**Integrated Care Boards (ICBs):** statutory bodies that are responsible for **planning and funding** most NHS services in the area.

The role of ICB is to develop a **plan** to meet the health needs of the population and to arrange and manage the budget for the provision of NHS services.

**LLR ICB 5 Year Forward Plan** - Areas of **focus** include but not limited to:

- Mental health and dementia
- Integrated health and social care teams
- Improving pathways for elective care
- Management of long-term conditions
- ❖ There is an overriding focus on **prevention**

Members of the ICB are senior leaders from NHS organisations and local authorities in Leicester, Leicestershire and Rutland. The ICB has oversight of the whole health system, sets the strategic direction and works jointly with the Health and Wellbeing Partnership to agree what needs to be done to meet the priorities for the ICS.

## Integrated Care Partnership

**Integrated Care Partnerships (ICPs):** statutory committees jointly formed between the ICB and a broad set of system partners (including local government, the voluntary, community sector, NHS organisations and others).

Concerned with improving the care, health and wellbeing of the population.

The ICP is tasked with developing a **strategy** to address the health, social care and public health needs of their system, and being a forum to support partnership working.

### **LLR H&W Strategy key areas of focus:**

- Reducing health inequalities
- Preventing illness and helping people to stay well
- Championing integration
- Fulfilling our role as Anchor organisations

### ***Additionally for 2022-24:***

- Coordinated action on the cost-of-living crisis
- Making it easier for people to access the services they need

## Rutland Health Implementation Plan

The **Rutland Place Healthcare Plan 2023-2027**, sets out **how NHS services will be arranged and delivered in Rutland** to meet the physical and mental health needs of the local population

- A previous Rutland Health and Wellbeing Board (RHWB) submission was made in July 2022. This has been **refreshed in October 2023** for the RHWB.
- The latest version has been **refreshed in the context of latest LLR system developments:**
  - LLR 5YP (5 Year Forward Plan)
  - Partnership priorities
  - LLR Primary Care Strategy (inc. fuller actions)
- There are **9 delivery themes** providing **clear alignment to the LLR 5YP** for Rutland (where applicable).
- Will **facilitate future ways of working** with the RHWB, Scrutiny Committees and local delivery subgroups.
- Includes **actions that have been progressed** to date, **new actions** and **evolved actions** that build on previous plan achievements.

## Rutland Health Implementation Plan – Delivery Themes

1. Preventing Illness

2. Keeping People Well

3. Right Care, Right Time, Right Place

4. Integrated Community Health and Wellbeing Hubs

5. Optimal Pathways for Elective Care

6. Learning Disabilities and Autism

7. Mental Health

8. Women's Health, including Maternity

9. Childrens and Young People



## Local Healthcare Implementation Focus

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**Older People  
Ageing Well in  
the Community**

**Deprivation  
(Geographical) –  
Access to  
Healthcare  
Services**

**Armed Forces  
Community  
Support**

## Rutland Strategic Health Developments Board

- This Board was **established in May 2022 to oversee** decision making, development and **delivery of the healthcare plan for Rutland on behalf of the LLR ICB.**
- This board **drives the local healthcare strategic planning, relevant product development and delivery of the Rutland Healthcare Plan with a particular focus on the longer-term NHS strategic actions** where the NHS has key linked transformation priorities for the LLR ICS.
- **Members of this group are senior leaders** from LLR NHS organisations, Rutland County Council and neighbouring NHS representatives from Lincolnshire, Peterborough and Stamford.

## Linkage



- The ICB and local authorities will have to have regard to ICP strategies when making decisions.
- The ICB and ICP will also have to work closely with local Health and Wellbeing Boards (HWBs) as they have the experience as ‘place-based’ planners.
- The ICB will be required to have regard to the Joint Strategic Needs Assessments (JSNAs) and Joint Local Health and Wellbeing Strategies (JHWSs) produced by HWBs.

## Health and Wellbeing Board

The Rutland Health and Wellbeing Board (RHWB) is a **formal statutory committee of the local authority**. Under the Health and Social Care Act 2012, the HWBs have the following duties and functions:

- provide a strong focus on establishing a sense of place
- instil a mechanism for joint working and improving the wellbeing of their local population
- set strategic direction to improve health and wellbeing

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**Aim of the Rutland HWB** - improve the health and wellbeing of our local population and reduce health inequalities, through the provision of:

1. Collaborative leadership that influences, shapes and drives a wide range of services and interventions spanning health care, social care and public health.
2. Strategic oversight of, and challenge to, the planning, strategy, commissioning and delivery of services across health, social care, public health, children's and young people's services and other services that the Board agrees impact on the wider determinants of health.

## Health and Wellbeing Board...continued

**Chair:** Portfolio Holder for Adult Care and Health.

**Membership:** includes representation from the local authority, health, public health, police and from the voluntary and community sector.

Rutland as a **Place** falls within the wider health and care footprint of the Leicester, Leicestershire and Rutland (LLR) Integrated Care **System** (ICS).

There is a **statutory duty** with the ICB, to produce a:

- **Joint Strategic Needs Assessment (JSNA)**
- **Joint Health and Wellbeing Strategy (JHWS)**

Local Authorities and ICBs have equal and joint duties to prepare JSNAs and JHWSs, through the Health and Wellbeing Board.

## Joint Strategic Needs Assessment (JSNA)

JSNAs are assessments of the current and future health and social care needs of the local community. These are needs that could be met by the local authority, ICBs or the NHS. JSNAs are produced by Health and Wellbeing Boards and are unique to each local area.

The JSNA assesses needs based on local intelligence and insight, with clear recommendations for action. The Rutland Health and Wellbeing Board has responsibility for assessing the health and wellbeing needs of their population and publishing the JSNA.

Chapters are produced on a rolling basis, aligned to the priorities set out within the Joint Health and Wellbeing Strategy. Throughout 2022/23, the following JSNA chapters have been completed and approved by the Board:

- Health Inequalities in Rutland
- End of life care
- Oral Health

An updated Pharmaceutical Needs Assessment was also completed and approved by the Board in July 2022, which is a statutory duty.

## Joint Health and Wellbeing Strategy (JHWS)

The Health and Wellbeing Strategy outlines the priority areas and how we will work together to improve people's health and reduce health inequalities that exist in the county. It:

- informs the development of joint commissioning arrangements in the place and the co-ordination of NHS and local authority commissioning, including the Better Care Fund plan.
- is a strategy for meeting the needs identified in JSNA. As with JSNA, they are produced by health and wellbeing boards, and are unique to each local area.
- explains the priorities the health and wellbeing board has set in order to tackle the needs identified in their JSNAs. JHWSs should translate JSNA findings into clear outcomes the board wants to achieve, which will inform local commissioning.

### **Rutland Health and Wellbeing Integration Lead (HWIL)**

The role of the HWIL includes facilitating the delivery of the JHWS through working with Priority Leads and other stakeholders. The role also includes support to the chair of the HWB and management of the Better Care Fund.

## Rutland's Joint Health and Wellbeing Strategy: The Rutland Place Based Plan 2022-2027

Please use the link below to access the Strategy on the Rutland County Council Website:

[https://www.rutland.gov.uk/sites/default/files/2023-10/Health%20and%20Wellbeing%20Strategy%202022-2027\\_0.pdf](https://www.rutland.gov.uk/sites/default/files/2023-10/Health%20and%20Wellbeing%20Strategy%202022-2027_0.pdf)

**Vision: Nurture safe, healthy and caring communities in which people start well and thrive together throughout their lives**

The strategy has seven priority areas for action:



**The Rutland Health and Wellbeing Delivery Action Plan** is a working document with a range of activities to achieve the outcomes of the strategy.



## Joint Health and Wellbeing Strategy: Plan Priorities and Action Areas - 1 of 3

### **Priority 1: Best start for life**

- 1.1 Healthy child development in the first 1001 days
- 1.2 Confident families and young people
- 1.3 Access to health services

### **Priority 2: Staying healthy and independent: prevention**

- 2.1 Taking an active part in your community
- 2.2 Looking after yourself and staying well in mind and body
- 2.3 Encouraging and enabling take-up of preventative health services

### **Priority 3: Healthy ageing and living well with ill health**

- 3.1 Healthy ageing, including living well with long term conditions and frailty, and falls prevention
- 3.2 Integrating services to support people with long term health conditions
- 3.3 Support, advice and community involvement for carers
- 3.4 Healthy fulfilled lives for people living with learning or cognitive disabilities and

## Joint Health and Wellbeing Strategy: Plan Priorities and Actions Areas - 2 of 3

### **Priority 4: Equitable access to services**

- 4.1 Understanding the access issues
- 4.2 Increasing the availability of diagnostic and elective health services closer to home
- 4.3 Improving access to primary and community health and care services
- 4.4 Improving access to services and opportunities for people less able to travel
- 4.5 Enhancing cross boundary working across health and care

### **Priority 5: Preparing for our growing and changing population**

- 5.1 Planning and developing fit for the future health and care infrastructure
- 5.2 Health and care workforce fit for the future
- 5.3 Health and equity in all policies, including developing a healthy built environment for projected growth

## Joint Health and Wellbeing Strategy: Plan Priorities and Action Areas - 3 of 3

### Priority 6: Dying well

- 6.1 Each person is seen as an individual
- 6.2 Each person has fair access to care
- 6.3 Maximising comfort and wellbeing
- 6.4 Care is coordinated
- 6.5 All staff are prepared to care
- 6.6 Each community is prepared to help

### Priority 7: Cross-cutting themes

- 7.1 Supporting good Mental health
- 7.2 Reducing health inequalities
- 7.3 COVID-19 recovery

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## Sub-Groups of the Health and Wellbeing Board

**The Sub-Groups** provide leadership, direction and assurance, on behalf of the Rutland HWB, so that the place and neighbourhood-based vision for integrated health and care in Rutland is delivered, in line with national policy and local priorities.

### **The Staying Healthy Partnership**

Aim: Progress workstreams within the Rutland Health and Wellbeing Strategy delivery plan relating to primary prevention, the wider determinants of health and health inequalities. Work has progressed on the health inequalities workstream, including the development of a Health Inequalities Needs Assessment and board development session.

### **Rutland Mental Health Neighbourhood Group**

Aim: Lead on driving, coordinating and enabling mental health transformation, working with the HWB, local authority, local VCS partners and local health organisations.

Objectives: include the creation of a local plan to better coordinate care and deliver an improved response for low level mental health issues. Next steps for the group are to deliver an integrated neighbourhood approach to ensure that mental health needs in Rutland are met.

## Sub-Groups of the Health and Wellbeing Board...continued

### **Integrated Delivery Group (IDG)**

Purpose: Provide leadership, direction, and assurance, on behalf of the Rutland HWB, so that the vision for integrated health and care in Rutland is delivered.

Functions: include proposing the scope for the programmes, driving forward and leading on monitoring the delivery of the Joint Health and Wellbeing Strategy.

Supports the development of the Rutland Better Care Fund (BCF) Plan and associated metrics. HWB approves the BCF expenditure plan and leads on delivery.

### **Children and Young People's Partnership (CYPP)**

Purpose and Aim: Supports the development and improvement of services for children and young people in Rutland; ensures that children and young people are happy, safe and successful and empowered to be the best they can be.

Reports to the HWB to ensure that the needs of children, young people and families in Rutland influence planning for health and wellbeing improvements. It proposes scope for plans and oversees their delivery on behalf of the HWB.

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## STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

23 November 2023

### PERFORMANCE REPORT 2023-2024

**Report of the Deputy Leader and Portfolio Holder for Resources**

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr A Johnson, Deputy Leader and Portfolio Holder for Resources	
Contact Officer(s):	Angela Wakefield, Strategic Director of Law and Governance (Monitoring Officer)	01572 758220 awakefield@rutland.gov.uk
	Kevin Quinn, Head of Corporate Services	01572 758292 kquinn@rutland.gov.uk
Ward Councillors	Not Applicable	

#### DECISION RECOMMENDATIONS

That the Committee:

1. Notes the contents of the performance report and the progress in delivering the strategic aims within the Corporate Strategy 2022-2027 as set out in Report No. 167/2023.

#### **1 PURPOSE OF THE REPORT**

- 1.1 To present the Council's mid-year progress report to the Committee for consideration.

#### **2 BACKGROUND AND MAIN CONSIDERATIONS**

- 2.1 The full background is set out in Report No. 167/2023, appended to this report.
- 2.2 The report was written for and presented to Cabinet on the 14<sup>th</sup> November 2023.
- 2.3 The report gives the Committee an opportunity to identify areas of high and low performance, make recommendations to the relevant bodies (if easily identifiable), or consider whether any changes to the Committee's workplan should arise from the report such as to further explore areas of concern, identify reasons for success, or even remove/defer planned items from the workplan if high performance has now

been identified.

### **3 CONSULTATION**

3.1 As set out in Report No. 167/2023, the commitments within the Corporate Strategy have been informed through an extensive engagement and formal consultation exercise.

### **4 ALTERNATIVE OPTIONS**

4.1 As set out in Report No. 167/2023, performance management is essential for transparency and is a critical tool for holding the Council to account by informing residents how we are performing against the commitments we have made.

### **5 FINANCIAL IMPLICATIONS**

5.1 As set out in Report No. 167/2023.

### **6 LEGAL AND GOVERNANCE CONSIDERATIONS**

6.1 As set out in Report No. 167/2023.

### **7 DATA PROTECTION IMPLICATIONS**

7.1 As set out in Report No. 167/2023.

### **8 EQUALITY IMPACT ASSESSMENT**

8.1 As set out in Report No. 167/2023.

### **9 COMMUNITY SAFETY IMPLICATIONS**

9.1 As set out in Report No. 167/2023.

### **10 HEALTH AND WELLBEING IMPLICATIONS**

10.1 As set out in Report No. 167/2023.

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

11.1 The Committee is asked to note the contents of the performance report and the progress made in delivering the strategic aims within the Corporate Strategy 2022-2027 as set out in Report No. 167/2023.

### **12 BACKGROUND PAPERS**

12.1 There are no additional background papers to the report.

### **13 APPENDICES**

13.1 Appendix A: Report No. 167/2023 – Performance Report 2023-2024.

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



## CABINET

14 November 2023

### PERFORMANCE REPORT 2023-2024

#### Report of the Portfolio Holder for Resources

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/090623	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr A Johnson, Deputy Leader and Portfolio Holder for Resources	
Contact Officer(s):	Kevin Quinn, Head of Corporate Services	01572 758292 kquinn@rutland.gov.uk
Ward Councillors	N/A	

#### DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the contents of the performance report and the progress in delivering the strategic aims within the Corporate Strategy 2022-2027.

## 1 PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with a performance update outlining progress year to date against the Corporate Strategy 2022-2027.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The performance and delivery dashboard (Appendix A) forms part of the Councils overarching performance management process designed to improve the quality of Council services by understanding our progress and areas requiring action.
- 2.2 The dashboard includes progress against the two-year delivery programme and the key performance indicators underpinning the Corporate Strategy.
- 2.3 Performance is reported to Cabinet four times per year. This is the second report of 2023 and provides the latest position at the end of quarter two, covering the period April to September 2023.

### 3 PERFORMANCE & DELIVERY DASHBOARD 2023-2024 – APPENDIX A

#### Progress against targets

- 3.1 The performance dashboard is made up of 136 key performance indicators of which data is currently available for 123, an increase in four indicators since June. For the 13 indicators where data is not available this is for several reasons including data being reported in arrears, or the indicator is new and requires a baseline to be developed.
- 3.2 As we are now six months into the reporting cycle there is an increased confidence in the data presented and our current levels of performance.
- 3.3 Volumes for some metrics will always be small which can have a disproportionate impact on percentages and subsequently the overall status. For these indicators Officers provide narrative by exception which includes contextual information about current performance and data volumes where needed.
- 3.4 There has been no significant change in overall performance since the end of June, as outlined in the table below:

Target status	Quarter 1	Quarter 2
On target	69% (82)	67% (82)
Within 5%	13% (15)	15% (19)
Off target	18% (22)	18% (22)
Total	119	123

- 3.5 Some example indicators where performance is good include:
- 1.19: Fly tipping levels are significantly down, continuing the good performance of last year.
  - 1.20: Street and environmental cleanliness - The percentage of inspections achieving an overall grade A or B for litter and detritus is well above target at 68%. So far 167 inspections have been completed since April.
  - 2.3: The percentage of waste which is sent for recycling has risen by 5% since March, with the first quarter data now available showing an increase to 55.4%.
  - 3.13: Adult reablement effectiveness has increased further and now stands at 91%, the national average is 78%. This is an Office for Local Government (Oflog) reported indicator.
  - 4.14: The percentage of children placed in permanent places has risen further to 86%.
  - 4.18: The percentage of registered families with children under 5 engaging in 2 or more Family Hub activities in the previous 12 months is at 78%, a rise of by 38% in the quarter.
  - 5.2: Financial health - achieving a balanced budget in year is on track, this is largely the result of better interest returns on investments.

- 5.12: We have seen further increases in MyAccount registrations with 900 additional accounts opened in the quarter, we are now approaching 12,000 accounts overall.
- 6.4: Customer compliments continue to increase with a 112 received so far this year, well on track to eclipse last year.
- 7.19: Children in need of protection who are seen in timescale has improved since last year and stands at 100% maintaining the improvement on last year.

3.6 The number of targets off target remains lower than last year, as reported in quarter one, with 22 KPIs off target at the end of September, down from 32 KPIs in March. Where performance is off target commentary is provided to outline the reasons and corrective action being taken. Examples include:

- 4.10: Practice reviews in social care which are internal case audits with a focus on case practice and recording. It is important to note that while the ratings for the practice reviews were largely requiring improvement the outcomes for children were identified as good.
- 4.12: Children Looked After who have an agreed permanency plan within 6 months of placement is below target, however this has been influenced by very small numbers and all children now have plans in place and there was no impact on their placement.
- 4.21-4.22: Housing building rates remain low reducing the availability of affordable housing.
- 4.25: Number of people in temporary housing accommodation is higher than target, in part due to the availability of social housing.
- 7.26-7.27: Adult social care reviews and referrals in timescales are off target with performance directly related to key vacancies in the service. We anticipate improvements in these areas once new staff are embedded which will take time.

3.7 Examples of indicators where performance is currently off target but performance has improved include:

- 4.11: The percentage of care leavers who are in education, employment, or training has increased to 75%, although below target, this is well above the national average of 55%.
- 4.16: The percentage of families who have received Early Help support and are not re-referred in the 12 months following closure has risen from 39% to 62%.
- 4.17: The percentage of registered families with children aged 5 - 11 engaging in 2 or more family hub activities in previous 12 months has risen to 48%.
- 6.1: Customer services satisfaction rates have increased from 64% to 68% overall, with 72% of respondents in quarter two reporting excellent and good service.
- 6.8: In Adult Social Care the percentage of safeguarding customers who felt that

their needs were fully or partially met has risen to 84%.

### 3.8 Delivery Programme Progress

3.9 There has been no significant change in progress against the delivery programme since June and our overall position remains very positive with most actions moving forward as expected and within timescale. Only three of the 105 actions are currently identified as off target with a further four identified as at risk. Two of the actions off target (4.21 and 5.19) are a direct result of staff resourcing and planned roles not being recruited to and are therefore the position is unlikely to change.

### 3.10 Challenges

3.11 In line with the Councils Financial Sustainability Strategy, Directorates are working collaboratively to seek opportunities for innovation and new ways of working to continue to deliver a diverse range of services. This is involving the review and allocation of resources based on the highest priority for the Council and County, which means some areas of work cannot progress as originally planned, or at all.

3.12 Recruiting to key vacancies also remains a challenge and we are seeing the impact of this on some areas of performance, where previously performance was excellent, e.g., Adult Social Care. Services are working hard to address gaps in staffing resources including reviewing recruitment approaches to attract and retain staff, insofar as that is possible. Bearing in mind what is said at 3.11 above.

### 3.13 Developments - Power Bi

3.14 We continue to progress the introduction of PowerBI to support the accessibility of performance information across services. This has begun with roll out across a small number of areas and we anticipate having a usable product for the Planning service by December.

### 3.15 Next Steps

3.16 The Corporate Strategy is approaching the two-year review window and work is underway to assess the current priorities and future actions of the Council. Future changes to priorities and actions will also include a revision of the key performance metrics. This work is set to be completed by April 24.

## **4 CONSULTATION**

4.1 The foundations of the Corporate Strategy are based on the Future Rutland Vision - a shared document which has been coproduced with the community through an extensive engagement and formal consultation exercise.

4.2 The final Corporate Strategy was subject to a further two-week public engagement exercise in May 2022.

## **5 ALTERNATIVE OPTIONS**

5.1 Performance management is essential for transparency and is a critical tool for holding the Council to account by informing residents how we are performing against the commitments we have made.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 There are no direct financial implications arising from this report. The performance dashboard provides information on the key financial metrics for the Council.

## **7 LEGAL AND GOVERNANCE CONSIDERATIONS**

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

## **8 DATA PROTECTION IMPLICATIONS**

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons within this report.

## **9 EQUALITY IMPACT ASSESSMENT**

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

## **10 COMMUNITY SAFETY IMPLICATIONS**

- 10.1 There are no direct community safety implications arising from this report. The performance dashboard includes performance metrics pertaining to crime and road safety which show Rutland to be a safe County.

## **11 HEALTH AND WELLBEING IMPLICATIONS**

- 11.1 There are no direct health and wellbeing implications arising from this report. The dashboard documents progress made against the strategic aims for health.

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

- 12.1 The performance report forms part of the Councils performance management framework and is designed to improve the quality of Council services.
- 12.2 The report shows that there are no significant downward trends with performance remaining consistent and positive overall.
- 12.3 It is requested that Members note the recommendation as outlined.

## **13 BACKGROUND PAPERS**

- 13.1 There are no additional background papers to the report.

## **14 APPENDICES**

- 14.1 Appendix A – Performance and Delivery Dashboard Quarter 2 2023 – 2024.

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

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## Appendix A Chief Executive Summary

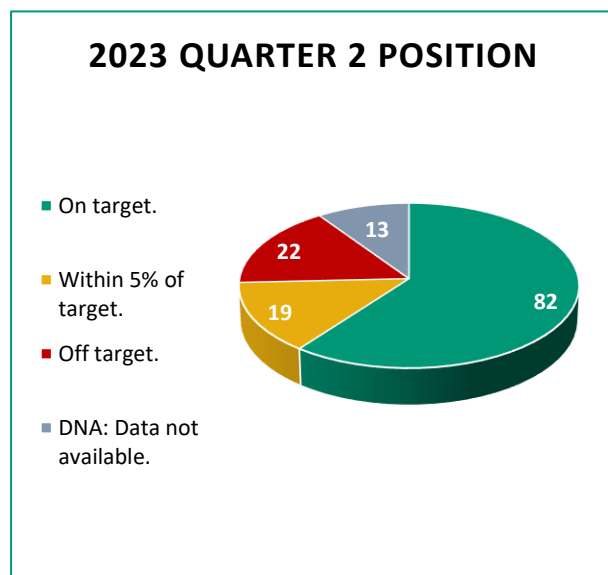
As we approach the end of the second year of the Corporate Strategy, we have maintained momentum and made good progress toward realising our strategic aims and the commitments we have made to residents, despite the various challenges we have faced both locally and nationally.

The landscape has shifted during this time with an election providing a new Cabinet for the Council, shifts in national policy such as the pause on adult social care reform and various opportunities arising, including the projects we have begun implementing following our successful bid for Levelling Up Funding. We are therefore taking the opportunity to spend time considering what matters to the Council in the current climate to refresh the Corporate Strategy and our strategic priorities. This work was always planned after two years and the change in leadership makes it timely for us to do this now.

While that exercise is underway, we will continue to drive forward new programmes of work in line with the recommendations which have emerged through our transformation initiative. Our priorities may change, however the principles of efficiency, modernisation and living within our means remain paramount.

In terms of our performance, it is pleasing to see that the overall picture is a positive one and one which has improved since March. The challenge of vacancies having an impact on performance in key services remains, however we are working hard to fill gaps and deliver successful recruitment drives.

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## Performance against our targets:

Some example indicators **where performance is good** and on target include:

- 1.19: Fly tipping levels are significantly down, continuing the good performance of last year.
- 1.20: Street and environmental cleanliness - The percentage of inspections achieving an overall grade A or B for litter and detritus is well above target at 68%. So far 167 inspections have been completed since April.
- 2.3: The percentage of waste which is sent for recycling has risen by 5% since March, with the first quarter data now available showing an increase to 55.4%.
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- 4.14: The percentage of children placed in permanent places has risen further to 86%.
- 4.18: The percentage of registered families with children under 5 engaging in 2 or more Family Hub activities in the previous 12 months is at 78%, a rise of by 38% in the quarter.
- 5.2: Financial health - achieving a balanced budget in year is on track, this is largely the result of better interest returns on investments.
- 5.12: We have seen further increases in MyAccount registrations with 900 additional accounts opened in the quarter, we are now approaching 12,000 accounts overall.
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- 7.19: Children in need of protection who are seen in timescale has improved since last year and stands at 100% maintaining the improvement on last year.

As reported in quarter one, **the number of indicators off target remains lower than last year**, with 22 KPIs off target at the end of September, down from 32 KPIs in March. Where performance is off target commentary is provided to outline the reasons and corrective action being taken. Examples include:



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- 4.21-4.22: Housing building rates remain low reducing the availability of affordable housing.
- 4.25: Number of people in temporary housing accommodation is higher than target, in part due to the availability of social housing.
- 7.26-7.27: Adult social care reviews and referrals in timescales are off target with performance directly related to key vacancies in the service. We anticipate improvements in these areas once new staff are embedded which will take time.

Examples of indicators where performance is currently off target but performance has improved include:

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- 6.8: In Adult Social Care the percentage of safeguarding customers who felt that their needs were fully or partially met has risen to 84%.

## **Delivery Programme Progress**

There has been no significant change in progress against the delivery programme since June and our overall position remains very positive with most actions moving forward as expected and within timescale. Only three of the 105 actions are currently identified as off target with a further four identified as at risk. Two of the actions off target (4.21 and 5.19) are a direct result of staff resourcing and planned roles not being recruited to and are therefore the position is unlikely to change.

The next performance report is scheduled for February 2024.



Mark Andrews  
Chief Executive

## Corporate Performance Dashboard Quarter 2 2023-24

The Council performance dashboard is made up of 136 key performance indicators (KPIs) set against our five priorities within our Corporate Strategy. Performance is also reported against three key areas - customer satisfaction, service timeliness and organisational health.

Performance is rated using a RAG status as follows:

- = Off target
- = Performance is below but within 5% of the target.
- = On Target
- = Data is not available.

For targets which are collected annually or are longer term targets such as public health targets, the most recent available data is reported for performance purposes.

### A special place

Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Sustainable Development	1.1	Places	Net homes-built meeting assessed housing need.	Quarterly	123	<b>32</b>	<b>52</b>		
Sustainable Development	1.2	Places	5 year housing supply.	Annual	6 years	<b>7.4 years</b>	<b>6</b>		
Inclusive Growth	1.3	Places	Number of new business births in Rutland.	Annual	205	<b>165</b>	<b>165</b>		Reflects the national decline in new businesses.

Inclusive Growth	1.4	Places	Percentage of new businesses which remain in business after 1 year.	Annual	Achieve regional average (90.4%)	<b>99%</b>	<b>99%</b>		While business births might be lower, they are more likely to succeed than the national average.
Inclusive Growth	1.5	People Childrens	The number of places allocated to subsidised programmes/ courses (academic year)	Quarterly	>260	<b>244</b>	<b>59</b>		New academic year, figures to increase throughout the reporting period. Projections likely around target.
Inclusive Growth	1.6	Places	Shortfall between weekly full-time median wage earned by Rutland residents and median wage of jobs in Rutland.	Annual	<£21	<b>£46</b>	<b>£46</b>		No change from Q1 - October 2022 is still the latest available data for this KPI. Target of £21 is based on our local authority 'nearest neighbours' average shortfall.
Inclusive Growth	1.7	Places	Increase the GVA (economy value) - professional, scientific and technical sector.	Annual	1% (30.3m)	<b>DNA</b>	<b>DNA</b>		New target, data not available yet for a revised position on current GVA.
Inclusive Growth	1.8	Places	Increase the GVA (economy value) - arts, entertainment & recreation.	Annual	1% (6.06m)	<b>DNA</b>	<b>DNA</b>		New target, data not available yet for a revised position on current GVA.
Inclusive Growth	1.9	Places	Housing Affordability Index.	Annual	11	<b>9.12</b>	<b>9.12</b>		Still awaiting updated figure from Government. Figure reflects previous position.
Highways Assets	1.1	Places	Maintain percentage of principal roads (A Roads) where maintenance should be considered. (Annual)	Annual	3%	<b>1.5%</b>	<b>2%</b>		Annual data, awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.
Highways Assets	1.11	Places	Maintain percentage non-principal classified roads (B&C) where maintenance should be considered. (Annual)	Annual	5%	<b>5%</b>	<b>5%</b>		Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.

Highways Assets	1.12	Places	Highways - Percentage of H1&2 footways (primary and secondary walking routes) graded 1-3. (Rolling 2 year average)	Annual	93%	<b>94%</b>	<b>94%</b>		Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.
Highways Assets	1.13	Places	Percentage of A roads in good condition. (Annual)	Annual	74%	<b>78%</b>	<b>78%</b>		Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.
Highways Assets	1.14	Places	Percentage of B roads in good condition. (Annual)	Annual	72%	<b>72%</b>	<b>72%</b>		Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.
Highways Assets	1.15	Places	Percentage of C roads in good condition. (Annual)	Annual	72%	<b>72%</b>	<b>72%</b>		Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities.
Heritage & Culture	1.16	Places	Number of volunteers supporting cultural services.	Monthly	70	<b>77</b>	<b>77</b>		
Heritage & Culture	1.17	Places	Number of visitors to the County (steam survey).	Annual	1.4m	<b>1.514m</b>	<b>1.514m</b>		
Heritage & Culture	1.18	Places	Number of active library users.	Monthly	5000	<b>5556</b>	<b>5687</b>		
Towns and Villages	1.19	Places	Number of fly tipping incidents.	Quarterly	200	<b>32</b>	<b>57</b>		

Towns and Villages	1.20	Places	Percentage of inspections achieving an overall grade A or B for litter and detritus according to the standards prescribed in the Code of Practice on Litter and Refuse.	Quarterly	55%	<b>69%</b>	<b>68%</b>		A total of 167 inspection have been completed since April.
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### Sustainable Lives

Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Net Zero Carbon	2.1	Places	Council carbon footprint.	Annual	<7563 tCO2e	<b>7563 tCO2e</b>	<b>7563 tCO2e</b>		Last year was the baseline for this target. Performance will be available once a new measure is taken.
Minimise Waste	2.2	Places	Volume of residual waste per household (Tonnage).	Quarterly	550kg	<b>532.48kgs</b>	<b>141.13kgs</b>		This is a Statutory Indicator published by Defra a quarter in arrears. Therefore this is Q1 data. This is a cumulative figure and will increase as the year progresses.
Minimise Waste	2.3	Places	Percentage of waste sent for recycling	Quarterly	53.0%	<b>50.9%</b>	<b>55.4%</b>		This is a Statutory Indicator published by Defra a quarter in arrears. Therefore this is Q1 data. Q1 performance this year has improved compared to the same period last year.
Minimise Waste	2.4	Places	Percentage of quality of recycling collected.	Quarterly	88%	<b>88%</b>	<b>88%</b>		
Greener Communities	2.5	Places	Biodiversity increase	Annual	Baseline year	<b>DNA</b>	<b>DNA</b>		

Greener Communities	2.6	Places	Biodiversity net gain through the planning process.	Annual	Baseline year	<b>DNA</b>	<b>DNA</b>		
Connected Communities	2.7	Places	Proportion of adults who do any walking or cycling (national travel survey).	Annual	Maintain above national	<b>DNA</b>	<b>81.1%</b>		Annual survey from Active Life Survey from Sport England (the proportion of adults who do any walking and cycling for any purpose at least once per month). National Average for England is 77.8% and Average for East Midlands is 76.4%
Connected Communities	2.8	Places	Number of passengers using bus services.	Monthly	150,000	<b>42,327</b>	<b>42,327</b>		Figures reported 6 monthly.
Digital Infrastructure	2.9	Places	Percentage of households with access to gigabite capability network.	Quarterly	46%	<b>46%</b>	<b>46%</b>		No current changes and unlikely to change until 2024/25 due to roll out of giga capable infrastructure programmes

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Healthy and well									
Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 - end of September position	RAG	Commentary
Healthy Lifestyles	3.1	Public Health	Percentage of Children in care up to date with immunisations.	Annual	Achieve national average (85%)	<b>75%</b>	<b>75%</b>		Latest data is 2022. Although we remain below national average, performance in this area has improved. Further work with LPT and the 11+ service is planned to help break down some of the barriers and stigma related to vaccinations.
Healthy Lifestyles	3.2	Public Health	Breast feeding prevalence at 6-8 weeks.	Annual	Better than national (49.2%)	<b>57.4%</b>	<b>57.4%</b>		Latest data is 2021/22

Healthy Lifestyles	3.3	Public Health	Percentage of 5 year olds who display visual tooth decay.	Annual	Maintain better than national average (23.7%)	15.1%	15.1%		Latest data is 2021/22
Healthy Lifestyles	3.4	Public Health	School readiness: percentage of children achieving a good level of development at the end of Reception	Annual	Maintain better than national average (65.2%)	70.9%	70.9%		Latest data is 2021/22
Healthy Lifestyles	3.5	Public Health	School readiness: percentage of children achieving the expected level in the phonics screening check in Year 1	Annual	Maintain national average (75.5%)	79.2%	79.2%		Latest data is 2021/22
Healthy Lifestyles	3.6	Public Health	School readiness: percentage of children achieving at least the expected level in communication and language skills at the end of Reception	Annual	Maintain national average (79.5%)	86.2%	86.2%		Latest data is 2021/22
Healthy Lifestyles	3.7	Places	Percentage of adults who are active (150 mins week) (Active lives survey). (Annual)	Annual	65%	69%	69%		Latest data is 2021/22
Supporting Independence	3.8	People Adults	CQC adult social care judgement.	As available	Good	DNA	DNA		



Supporting Independence	3.9	People Adults	Number of permanent admissions of older people (65+) to residential and nursing care homes	Monthly	28	<b>9</b>	<b>15</b>		Only one admission over target at the halfway point in the year. To assure ourselves that we're only making placements when all other options have been explored, a Head of Service now reviews all new placements.
Supporting Independence	3.10	People Adults	Percentage of people discharged from hospital into reablement / rehabilitation services who are still in their own home 91 days after discharge.	Monthly	90%	<b>87%</b>	<b>88%</b>		64 out of 73 discharged people were still at home 91 days later. Whilst just below target, 88% compares to an English average of 82%.
Supporting Independence	3.11	People Adults	Percentage or repeat referrals from clients who had previously received an intervention.	Monthly	30%	<b>30%</b>	<b>31%</b>		1% over the target figure. Doesn't necessarily follow that this is problematic though as they could be contacting about something unrelated to their original contact.
Supporting Independence	3.12	People Adults	Percentage of unplanned reviews leading to a decrease in support.	Monthly	10%	<b>6%</b>	<b>3%</b>		3% represents 4 out of 150 unplanned reviews leading to a decrease in support.
Supporting Independence	3.13	People Adults	Reablement effectiveness (% clients not receiving long-term support following reablement).	Monthly	84%	<b>90%</b>	<b>91%</b>		Above target and better than the English average of 78%. This is an OFLOG performance measure.
Supporting Independence	3.14	People Adults	Percentage of people who use services who reported that they had as much social contact as they would like.	Annual	42%	<b>43%</b>	<b>43%</b>		English average is 41%. This is an OFLOG performance measure.

Supporting Independence	3.15	People Adults	Percentage of people who use services who have found it easy to find information about services.	Annual	80%	<b>82%</b>	<b>82%</b>		English average is 65%. This is an OFLOG performance measure.
Joined up Care	3.16	Public Health	Number of Hospital admissions for falls.	Monthly	Maintain better than national average (2100 per 100,000)	<b>1565</b>	<b>1565</b>		Latest data is 2021/22.
Health & Wellbeing Infrastructure	3.17	Public Health	Qualitative feedback on access to health services including across Rutland boundaries.	Annual	Establish baseline	<b>DNA</b>	<b>DNA</b>		
Reducing Health Inequalities	3.18	Public Health	Female Healthy life expectancy at birth.	Annual	Achieve national average (63.9)	<b>66.8</b>	<b>66.8</b>		Latest data is 2018-20
Reducing Health Inequalities	3.19	Public Health	Male healthy life expectancy at birth.	Annual	Maintain better than national average (63.1)	<b>74.7</b>	<b>74.7</b>		Latest data is 2018-20.

A county for everyone

Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Inclusive Education	4.1	People Childrens	Percentage of available capacity of early education childcare for working parents or parents who are studying or training for employment.	Annual	Between 10%-20%	<b>28%</b>	<b>28%</b>		2023 Annual Childcare Sufficiency assessment identified 28% of available places across Rutland. During the summer term due to more children (approx. 100 accessing a funded place) the number of available places was lower. Due to 4 year olds starting school, the sufficiency of childcare places has increased in the Autumn term.
Inclusive Education	4.2	People Childrens	Percentage of children NEET or education unknown.	Monthly	3%	<b>2%</b>	<b>1%</b>		Lower than national. This data does fluctuate throughout the year.
Inclusive Education	4.3	People Childrens	Percentage of Rutland resident SEND cohort educated in county. (rolling average)	Monthly	60%	<b>59%</b>	<b>56%</b>		192/341 CYP are educated in county. it is important to note that RCC do not have post-16 provision and 66 CYP (19%) are attending out of county post 16 education. 65 (19%)CYP are educated in out of county special schools due to limited provision in Rutland.

Inclusive Education	4.4	People Childrens	Percentage of children with an on-time application who received an offer of a primary school place on national offer day	Annual	100%	<b>99%</b>	<b>99%</b>		Percentage unchanged as this is an annual cycle. Data as per national offer day - 16 April 2023.
Inclusive Education	4.5	People Childrens	Percentage of children with an on-time application who received an offer of a secondary school place on national offer day	Annual	100%	<b>100%</b>	<b>100%</b>		Percentage unchanged as this is an annual cycle. Data as per national offer day - 1 March 2023.
Inclusive Education	4.6	People Childrens	KS2 Children Looked After reaching expected standard in RWM - baseline year	Annual	TBC	<b>DNA</b>	<b>DNA</b>		There are no children sitting KS2 SAT's this year and therefore no data can be reported. Last academic year 66% reached expected standard.
Inclusive Education	4.7	People Childrens	KS4 Educational progress of Children Looked After (Progress 8)	Annual	< -0.7	<b>DNA</b>	<b>DNA</b>		Data is not available until 19th October so not able to report.
Inclusive Education	4.8	People Childrens	KS2 Children with EHCP reaching expected standard in RWM	Annual	>7.0%	<b>DNA</b>	<b>10%</b>		Data is subject to change as the data is not yet confirmed.
Inclusive Education	4.9	People Childrens	KS4 Educational progress of Children with EHCP (Progress 8)	Annual	<-0.17	<b>DNA</b>	<b>DNA</b>		Data is not available until 19th October so not able to report

Outcomes for Vulnerable Children & YP	4.10	People Childrens	Percentage of practice reviews rated good or outstanding.	Quarterly	90%	<b>44%</b>	<b>11%</b>		Out of 9 only 1 was rated Outstanding- this quarter was about the use of family network meetings- we have noted a training and development need around the recording of these- it is important to note that while the ratings for the practice reviews were required improvement the outcomes for children were good.
Outcomes for Vulnerable Children & YP	4.11	People Childrens	Percentage of care leavers who are in education, employment, or training.	Monthly	80%	<b>71%</b>	<b>75%</b>		75% represents 27 out of 36. Performance still significantly above English average of 55%.We have a number of care leavers who have had babies and are unable to work at this time but we continue to work with them to provide support for when they are ready to re-enter employment or training.
Outcomes for Vulnerable Children & YP	4.12	People Childrens	Children Looked After who have an agreed permanency plan within 6 months of placement.	Monthly	80%	<b>100%</b>	<b>50%</b>		This relates to 3 children who had a delay in the meeting taking place due to the summer period and staff absence. All young people have now have permanence plans in place- this delay did not impact on the placement of the plans.
Outcomes for Vulnerable Children & YP	4.13	People Childrens	Percentage of Public law outline pre proceeding cases completed within the 16 week timescales.	Monthly	70%	<b>DNA</b>	<b>100%</b>		100% in timescale, we have entered care proceedings with one and stepped out of PLO with another within the timescales.
Outcomes for Vulnerable Children & YP	4.14	People Childrens	Percentage of children placed in permanent places.	Monthly	75%	<b>78%</b>	<b>86%</b>		24 out of 28 children.

Outcomes for Vulnerable Children & YP	4.15	People Childrens	Percentage of care leavers that the Council is in touch with.	Monthly	80%	<b>100%</b>	<b>100%</b>		In touch with 36 out of 36.
Outcomes for Vulnerable Children & YP	4.16	People Childrens	Percentage of families who have received Early Help support and are not re-referred in the 12 months following closure.	Monthly	70%	<b>39%</b>	<b>62%</b>		62% represents 31 out of 50 cases closed with needs met - an improvement from the Q1 position of 39%. Included in the total cases are those stepped up to CSC, and cases where consent is withdrawn. All are tracked to understand trajectory.
Outcomes for Vulnerable Children & YP	4.17	People Childrens	Percentage of registered families with children aged 5 - 11 engaging in 2 or more family hub activities in previous 12 months.	Monthly	90%	<b>5%</b>	<b>48%</b>		Improved figure of 48% for children 0 to 5 years. The KPI for children 5 to 8 years is a new measure which will be incorporated in the performance dashboard for the Family Hub.
Outcomes for Vulnerable Children & YP	4.18	People Childrens	Percentage of registered families with children under 5 engaging in 2 or more family hub activities in previous 12 months.	Monthly	65%	<b>40%</b>	<b>78%</b>		944 out of 1,215 registered. Continue to experience sporadic use by NHS of the Prospective Parent forms. We are starting to see an increase in uptake for the ante-natal group.
Supporting Adults at Risk	4.19	People Adults	Proportion of people who use services who have control over their daily life.	Annual	85%	<b>87%</b>	<b>87%</b>		Above the English average of 77%.
Supporting Adults at Risk	4.20	People Adults	Percentage of service users who say those services make them feel safe and secure.	Annual	90%	<b>92%</b>	<b>92%</b>		Above the English average of 86%.

Housing & Homelessness	4.21	Places	Number of affordable homes. (cumulative)	Monthly	23	0	0		This is partly due to low numbers of completions due to COVID, the current state of the housing market nationally and entering the final years of the 2006-2026 local plan.
Housing & Homelessness	4.22	Places	Number of new homes which are affordable housing for rent. (cumulative)	Monthly	12	0	0		This is partly due to low numbers of completions due to COVID, the current state of the housing market nationally and entering the final years of the 2006-2026 local plan.
Housing & Homelessness	4.23	People Adults	Numbers of new housing approaches. (rolling total)	Monthly	224	78	146		Whilst on track now there is potential for this to off over target with the increase in presentations.
Housing & Homelessness	4.24	People Adults	Numbers of rough sleepers. (rolling average)	Monthly	1	0	0		
Housing & Homelessness	4.25	People Adults	Numbers in temporary accommodation. (rolling average)	Monthly	6	13	13		Increased need to place families in to temporary accommodation due to the increase in the number of families at risk of homelessness. Also the increase is due to the lack of social housing coming forward from the register to be able to discharge duty to which means families and single applicants are spending more time in temp accommodation and not moving on into settled accommodation. Housing Policy and Option attending Corporate Leadership Team in October to discuss lack of supply.

Safe & Inclusive	4.26	Places	Unitary Authority crime ranking (total recorded offences)	Annual	Top 5	<b>2</b>	<b>1</b>		44.95 reported crimes per 1,000 of population during Q4 23/23. Q1 2023/24 Government data has not yet been published
Safe & Inclusive	4.27	Places	Percentage of food businesses rated between 3-5 on the Food Hygiene Rating Scheme	Monthly	95%	<b>98%</b>	<b>98%</b>		
Safe & Inclusive	4.28	Places	Number of people killed or seriously injured in road traffic accidents.	Quarterly	<23	<b>4</b>	<b>6</b>		Cumulative figure from April 2024. One fatality and data includes upto end of August as September data is not yet available.



A modern and effective council

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Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Financially Sustainable	5.1	Resources	Balanced budget for the next 3 years (no propping up with general fund reserves).	Monthly	Balanced	<b>£2.4m</b>	<b>£2.4m</b>		<p>"An enhanced budget process is underway with budgets being designed on an affordable budget delivery model. The Council remains committed to the delivering the Financial Sustainability Strategy agreed by Council November 2022, and as part of this Cabinet and Council approved the Reserves Strategy and Policy in September 2023 that further supports the delivery of this commitment.</p> <p>Transformation and other saving proposals are being developed to greater detail for relevant governance approvals, with solutions to the additional pressures being experienced in year being worked up alongside."</p>
Financially Sustainable	5.2	Resources	Balanced budget in year - 2023-2024	Monthly	Balanced	<b>£1m Surplus</b>	<b>£1.2m</b>		<p>Forecast underspend for August is £1.2m which is largely the result of better interest returns on investment of cash balances compared to the budget set. This reflects the national economic climate of rising interest rates.</p>

Financially Sustainable	5.3	Resources	Reserves above minimum target level of £3m.	Monthly	£3m	<b>£24.6m</b>	<b>£24.6m</b>		A Reserves Strategy, approved by Full Council in September 2023, outlines the use for all reserve balances to ensure there is a balance in the application of reserves to risks and investments which improve the financial sustainability of the Council. The forecast outturn for Q2 shows that the Council anticipates to use less balances than originally planned at budget following proactive management of emerging service pressures during the year. All actions combined mean that the target is on track with further strategy decisions which further aid the delivery of this indicator.
Financially Sustainable	5.4	People Childrens	Maintain High Needs Funding DSG deficit.	Monthly	£1.344m	<b>£1.9m</b>	<b>£1.9m</b>		The current overspend is forecasted at £0.6m. Work remains ongoing through the SEND recovery plan and Delivering Better Value programme to reduce the pressure on the DSG.
Financially Sustainable	5.5	Resources	Business Rates Collection rates (NNDR) (cumulative)	Monthly	95%	<b>36%</b>	<b>60%</b>		
Financially Sustainable	5.6	Resources	Percentage of Council Tax received (cumulative)	Monthly	95%	<b>32%</b>	<b>59%</b>		Collection rates are on target with proactive debt collection activities being resumed following an amended approach during the C19 years.
Financially Sustainable	5.7	Resources	Percentage of Sundry debts recovered (cumulative)	Monthly	90%	<b>67%</b>	<b>85%</b>		Cumulative target for year.

Financially Sustainable	5.8	Resources	% of invoices paid on time (30 calendar days of receipt)	Monthly	95%	<b>95%</b>	<b>98%</b>		Cumulative target for year.
Financially Sustainable	5.9	Resources	Auditor approved accounts (annual)	Annual	Approved by auditor	<b>Not Audited</b>	<b>Approved by auditor – October 2023 tbc</b>		The Council has met all of its statutory deadlines for this indicator, however the completion of the audit has been delayed which reflects the national audit position for Local Government. The Council expects the Statement of Accounts to be signed off in late October for 2021/22, with 2022/23 to be finalised by the beginning of 2024.
Best use of Resources	5.10	Resources	Achieve PSN accreditation - operating a secure network.	Annual	Achieved	<b>DNA</b>	<b>Outstanding</b>		The Cabinet Office are currently reviewing our submission and have asked for an update when one legacy server is removed from the network.
Best use of Resources	5.11	Resources	Achieve cyber essential standard.	Annual	Achieved	<b>DNA</b>	<b>Outstanding</b>		We are no longer progressing this as a priority area.
Customer Experience & Digital	5.12	Resources	New MyAccount registrations (cumulative)	Monthly	4800	<b>1450</b>	<b>2357</b>		2,357 new MyAccount Registrations from 1st April 2023 to 30th September 2023
Customer Experience & Digital	5.13	Resources	MyAccount cases raised.	Monthly	2000	<b>621</b>	<b>1191</b>		1,191 cases created via MyAccount from 1st April 2023 to 30th September 2023. This figure does not include online transactions e.g. payments.
Customer Experience & Digital	5.14	Resources	CST telephone calls average per month	Monthly	<3000	<b>2900</b>	<b>2828</b>		

Customer Experience & Digital	5.15	Resources	IT systems downtime of critical servers (quarter average)	Quarterly	Ave 4 per quarter	0	2		Remote Access for staff was disrupted twice during Q2.
Customer Experience & Digital	5.16	Law & Governance	Number of data breaches referred to ICO.	Monthly	<3	0	0		
Customer Experience & Digital	5.17	Law & Governance	Number of subscribers registered to receive the Council's e-newsletter – YourRutland.	Monthly	4830	4597	4643		Subscriber list continues to show steady growth driven by a sign-ups from a hosted registration form on the RCC website - the link to which appears at the bottom of all Council news stories. We currently have an open rate of 59% for our Council newsletter which compares favourably to national email marketing campaign statistics for the media and publishing industry which stands at 22.19%.
Customer Experience & Digital	5.18	Law & Governance	Website Accessibility Rating	Annual	85%	77%	78%		Website accessibility rating remains marginally below target due to integration of the Rutland Information Service (RIS) platform in order to deliver a cost saving for the current financial year. We are aware of areas which require improving and capacity to address these will be allocated during the year once the website and intranet development work and training have been completed.

Good Governance	5.19	Law & Governance	Percentage of agendas for Council, Cabinet and Committee meetings published 5 clear working days before the meeting.	Monthly	100%	<b>100%</b>	<b>100%</b>		A Special Meeting convened at short notice to urgently appoint an Honorary Alderman is the only meeting for which the agenda was published within less than five working days notice, however specially convened meetings are not included in the data owing to the short timescales. In this case as the meeting was timed to commence after a previous meeting there were no adverse impacts on Councillor attendance and many members of the public were still able to attend.
Good Governance	5.20	Law & Governance	Average volume of petitions, deputations, questions received for Council/Committee meetings.	Quarterly	> 15	<b>2</b>	<b>2</b>		There has been a low take-up of public participation methods however in this time there have been questions later withdrawn by the questioner, and several informal queries and expressions of interest in items at Cabinet and Health and Wellbeing Board from Members of the Public below a formal Petition, Deputation or Question.

Customer satisfaction

Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Customer Satisfaction	6.1	Resources	Customer services satisfaction rates, including with MyAccount.	6 monthly	80%	<b>64%</b>	<b>68%</b>		The second quarter data has shown an improved performance of 72% for the quarter from 105 returns provided. The percentage is for those reporting excellent and good services within customer services centre. Feedback is reviewed to identify any particular areas or themes to focus on.
Customer Satisfaction	6.2	Law & Governance	Customer complaints (all services).	Monthly	<65	<b>22</b>	<b>47</b>		72% of annual target already attained up to Q2. Attributed to an increase of Places Directorate complaints being logged formally instead of being dealt with as service requests.
Customer Satisfaction	6.3	Law & Governance	Percentage of customer complaints escalating to stage 2.	Monthly	<29%	<b>32%</b>	<b>30%</b>		14 of 47 complaints were escalated to Stage 2. A decrease of 1% compared to Q1. However, still 1% above the target of 29%.
Customer Satisfaction	6.4	Law & Governance	Customer compliments (all services).	Monthly	>145	<b>50</b>	<b>112</b>		77% of annual target already achieved at the end of Q2.
Customer Satisfaction	6.5	Places	Percentage of customers satisfied with bus service standards. (annual survey)	Annual	85%	<b>98%</b>	<b>98%</b>		

71	Customer Satisfaction	6.6	Places	Percentage of customers satisfied with Highways and local rights of way network - NHT satisfaction remains above national average.	Annual	Above national (51%)	55%	55%		Survey not yet completed for this year. Performance based on latest survey data.
	Customer Satisfaction	6.7	People Adults	Overall satisfaction of people who use adult services with their care and support. (ASC personalisation surveys)	Monthly	90%	100%	94%		
	Customer Satisfaction	6.8	People Adults	Percentage of safeguarding customers who felt that their needs were fully or partially met	Annual	90%	76%	84%		84% represents 16 out of 19 customers, taken from the annual Safeguarding Adults Collection data return.
	Customer Satisfaction	6.9	People Childrens	Percentage reporting the support provided was helpful (Childrens services family survey)	Quarterly	80%	100%	100%		

Service timeliness									
Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Service Timeliness	7.1	Places	Highways - Percentage of Category 1 defects repaired in 7 working days	Quarterly	97.5%	100%	99%		Only 2 not completed on time.

Service Timeliness	7.2	Places	Percentage of planned highway maintenance (tickets) completed on time and to specification.	Quarterly	98.8%	<b>99.2%</b>	<b>100%</b>		
Service Timeliness	7.3	Places	Land charges request processing times (average).	Monthly	<8 days	<b>2</b>	<b>1.8</b>		
Service Timeliness	7.4	Places	Processing of major planning applications within timescales (13 weeks or agreed EOT)	Quarterly	60%	<b>100%</b>	<b>100%</b>		Performance continues to be above national targets although extensions of time are being used in order to ensure that performance targets are met.
Service Timeliness	7.5	Places	Processing of minor planning applications within timescales (8 weeks or agreed EOT)	Quarterly	65%	<b>88%</b>	<b>93%</b>		Performance continues to be above national targets although extensions of time are being used in order to ensure that performance targets are met.
Service Timeliness	7.6	Places	Processing of other planning applications within timescales (8 weeks or agreed EOT)	Quarterly	80%	<b>98%</b>	<b>97%</b>		Performance continues to be above national targets although extensions of time are being used in order to ensure that performance targets are met.
Service Timeliness	7.7	Places	% of non-frequent bus services running on time	6 monthly	90%	<b>92%</b>	<b>87%</b>		
Service Timeliness	7.8	Places	Number of missed bins per 100k collections	Monthly	60	<b>64</b>	<b>62</b>		This is a cumulative average. This figure shows that only 0.06% of all bin collections are missed by crews.
Service Timeliness	7.9	Resources	Revs and bens - time (days) taken to process new benefit claims	Monthly	30 days	<b>33</b>	<b>30</b>		The DWP are providing consultancy to see if processing times can be improved
Service Timeliness	7.10	Resources	Revs and Bens Time (days) taken to process change of circumstances	Monthly	15 days	<b>19.8</b>	<b>19.8</b>		The DWP are providing consultancy to see if processing times can be improved



Service Timeliness	7.11	Law & Governance	Customer complaints responded to within timescales (rolling total)	Monthly	95%	<b>95%</b>	<b>96%</b>		45/47 responded within timescale.
Service Timeliness	7.12	Law & Governance	Percentage of statutory information returns completed in timescale (rolling total)	Monthly	90%	<b>100%</b>	<b>100%</b>		15 out of 15 submitted on time so far this year.
Service Timeliness	7.13	Law & Governance	Percentage of internal Communications Service requests logged and acknowledged within 48hrs (two working days).	Monthly	80%	<b>95%</b>	<b>90</b>		
Service Timeliness	7.14	Law & Governance	Percentage of external media enquiries resolved within 48hrs (two working days).	Monthly	60%	<b>100%</b>	<b>80%</b>		Performance is above target partly due to a large volume of local, regional and national media enquiries about dangerous concrete in schools and public buildings, which were dealt with quickly using a single agreed response.
Service Timeliness	7.15	Law & Governance	Percentage of legal advice provided within 7 days.	Monthly	90%	<b>95%</b>	<b>97%</b>		
Service Timeliness	7.17	People Childrens	Percentage of children's services contacts progressed within one working day.	Monthly	95%	<b>91%</b>	<b>94%</b>		418 out of 444 contacts.
Service Timeliness	7.18	People Childrens	Percentage of children in need seen within statutory timescales	Monthly	90%	<b>91%</b>	<b>84%</b>		31 out of 37 within timescales. We have had the summer period with young people being on holiday- we have also had some refused access to children that we have worked through

Service Timeliness	7.19	People Childrens	Percentage of child protection cases seen within statutory timescales.	Monthly	90%	<b>100%</b>	<b>100%</b>		27 out of 27.
Service Timeliness	7.20	People Childrens	Percentage of Education Health & Care Assessment 6 week timescales. (Jan-Dec)	Monthly	90%	<b>100%</b>	<b>87%</b>		48 out of 55. Some challenge with service capacity due to Officers diverted to Delivering Better Value programme.
Service Timeliness	7.21	People Childrens	Percentage of Education Health & Care Assessment 20 week timescales. (Jan-Dec)	Monthly	90%	<b>89%</b>	<b>82%</b>		32 out of 39 within timescale. Impact of delays in Education Psychology assessments and capacity and school holidays unable to see children.
Service Timeliness	7.22	People Childrens	% of Annual Reviews completed for EHCPs in timescale.	Annual	90%	<b>84%</b>	<b>100%</b>		
Service Timeliness	7.23	People Childrens	Percentage of children receiving and Elective Home Education triage assessment within 8 weeks of registration.	Monthly	80%	<b>89%</b>	<b>90%</b>		28 children received the triage assessment within 8 weeks.
Service Timeliness	7.24	Public Health	Proportion of new birth visits completed within 14 days (financial year average)	Quarterly	>82.5%	<b>88.8%</b>	<b>88.8%</b>		Latest data is 2021/22. Latest data is 2021/22
Service Timeliness	7.25	Public Health	Proportion of children receiving 12 month review	Quarterly	>37%	<b>29.7%</b>	<b>29.7%</b>		A data error in Quarter one reported this target as on target. Latest data shows performance to be significantly below target.
Service Timeliness	7.26	People Adults	Percentage of Adult Social Care care and support reviews completed in time.	Monthly	80%	<b>39%</b>	<b>39%</b>		20 out of 51 reviews completed on time. Lack of staff has impacted on this target. We are recruiting to fill vacancies, but training new staff members takes time.

Service Timeliness	7.27	People Adults	Percentage of adult social care review for adults with LD completed annually	Monthly	80%	<b>38%</b>	<b>33%</b>		3 out of 8 reviews completed on time. Lack of specialist LD Social Worker has impacted on this target. Newly qualified LD Social Worker recruited to post.
Service Timeliness	7.28	People Adults	Percentage of adult safeguarding concerns completed or progressed within 2 working days.	Monthly	80%	<b>71%</b>	<b>72%</b>		71% in Q1 compares to last year's outturn of 76%. Significant number of safeguarding referrals from a local care home has impacted on our ability to progress all safeguarding referrals in a timely fashion.

### Organisational health

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Commitment	Ref	Directorate	Indicator	Frequency	Target	Quarter 1 - end of June position	Quarter 2 – end of September position	RAG	Commentary
Organisational Health	8.1	Resources	Average sickness days lost per employee	Quarterly	<6.9	<b>1.11</b>	<b>2.32</b>		Sickness for the quarter is marginally higher than Quarter 1 at 1.22, but we remain on target. Within the East Midlands Region average sickness absence for 2022-23 was – Unitary Councils 10.5 days; County Councils 10.97 days; Boroughs and District 6.97 days. For 2022-23 Rutland's sickness absence was an average of 5.94 days. LGA comparator data is not yet available for Q2. Highest sickness absence was due to Stress, Anxiety and Depression followed by COVID and Surgery.

Organisational Health	8.2	Resources	Staff turnover rate (excluding casuals)	Quarterly	<12.6%	<b>3.7</b>	<b>8.3%</b>		Turnover for Q2 was 4.6% an increase on Q1. If the trend continues, the end of year turnover would be 16.6% which is higher than our target. The main increase in turnover in Adults and Health for reasons attributed to personal circumstances, relocation, retirement; there was a reduction in turnover in Children and Families.
Organisational Health	8.3	Resources	Staff Satisfaction (survey)	Quarterly	>68%	<b>DNA</b>	<b>DNA</b>		Date to be confirmed for the next Staff Survey.
Organisational Health	8.4	Resources	Current vacancy level as a percentage of the workforce (Snapshot).	Monthly	10%	<b>9%</b>	<b>9%</b>		As at 30 September the Council was actively recruiting to 24 posts but were aware of 18 posts emerging due to leavers and also the creation of some new posts that are supported by external funding and grants.

## Corporate Strategy Delivery Programme – 2022-24

A special place						
Commitment	Ref	Action	Target Date	Directorate	RAG	Commentary
Sustainable development	1.1	Develop the issues and options and engage the community in the development of the Local Plan.	Oct-22	Places	Completed	Completed
Sustainable development	1.2	Complete further consultation on a “Preferred Options” draft Local Plan.	Oct-23	Places	On track	Preferred options consultation starting in November. All on track.
Sustainable development	1.3	Develop an annual process to determine how we set priorities for expenditure of Community Infrastructure Levy.	Dec-22	Places	Completed	
Inclusive growth	1.4	Implement a new Economic Development Strategy, supporting economic recovery and growth.	Mar-24	Places	On track	Draft evidence base to underpin the strategy completed. Stakeholder meetings completed. Draft strategy scheduled end of April, with a view for formal approval Oct.
Inclusive growth	1.5	Tailor adult and community learning curriculum offer to meet local needs.	Sep-22	People Childrens	Completed	Multiply programme within the levelling up bid submitted with a focus on literacy and numeracy programmes. This is in addition to ongoing Adult learning programme which are targeted and include additional support through pound plus.
Inclusive growth	1.6	Provide support for adults experiencing social and/or economic disadvantage in their learning.	Mar-24	People Childrens	Completed	Multiply programme has now begun and supporting this cohort.
Inclusive growth	1.7	Submit a levelling up proposal for Government approval.	Jul-22	Places	Completed	Bid successful, 27th March Council to consider terms and conditions of the funding.
Inclusive growth	1.8	Develop proposal for investment of UK prosperity fund.	Aug-22	Places	Completed	Submitted and investment plan approved.
Highways assets	1.9	Implement Highways and Asset Management Strategy and capital programme, adopting a preventative approach to highways maintenance.	Mar-23	Places	On track	Remain band 3 authority which reflects highest performing for highways asset management. Jan to March 24 programme to be delivered.

Highways assets	1.10	Deliver highways maintenance programme and maintain public rights of way.	Mar-23	Places	On track	DFT have confirmed three years of capital funding. Capital programme approved and being implemented.
Highways assets	1.11	Undertake improvements to fix my street process.	Mar-23	Places	On track	Further improvements on fix my street being linked to transformation programme improvements.
Heritage & culture	1.12	Complete culture service review to manage heritage assets and future service delivery, including community led.	Mar-24	Places	On track	Workstream has started, received draft report from consultants around options appraisal for the sea dragon. Technical advisors have been commissioned to provide business case options for service transformation.
Heritage & culture	1.13	Submit and manage funding bids to sustain local heritage assets.	Mar-24	Places	On track	Need to establish a Trust for the Sae Dragon before we can submit bid, links to action 1.12.
Heritage & culture	1.14	Develop a brand position which celebrates the county and promotes Rutland as a key destination to visit.	Mar-23	Places	On track	Work with Lincolnshire LEP which Discover Rutland are part of with intention to promote wider geography and key destinations.
Heritage & culture	1.15	Develop voluntary sector infrastructure through mapping and understanding of voluntary sector services.	Mar-24	Places	On track	Communities workstream underway, mapping exercise on leisure and open spaces (pitches/playing fields) completed as part of the Local Plan.
Towns & villages	1.16	Develop a service level agreement for parish and town councils which establishes clear accountability for public assets and space.	Mar-24	Places	On track	Public realm workstream underway including stewardship model.
Towns & villages	1.17	Develop an integrated public realm strategy for Oakham and Uppingham.	Mar-24	Places	On track	Work underway.

Sustainable lives						
Commitment	Ref	Action	Target Date	Directorate	RAG	Commentary
Net zero carbon	2.1	Work with the Carbon Trust to develop a carbon measure and baseline.	Mar-23	Places	Completed	Baseline information now received, this is under review to determine next steps.

Net zero carbon	2.2	Develop and implement a carbon reduction action plan for the Council.	Mar-24	Places	At risk	Sustainability officer role now on hold as part of 23/24 savings. This may impact on progress and target.
Net zero carbon	2.3	Promote the Sustainable Warmth Project Fund to enable private sector to improve insulation.	Mar-23	Places	On track	On-going, plan communication programme for winter period.
Minimise waste	2.4	Award a new contract for waste and street scene services.	Jul-24	Places	At risk	Contract extension and short term reprocurement ongoing. Progressing within revised timetable.
Minimise waste	2.5	Develop a mobilisation plan for a new waste provider.	Jul-24	Places	At risk	Linked to the above and will be required for the extension.
Minimise waste	2.6	Implement the new waste management and street cleansing strategy.	Mar-24	Places	On track	Council have agreed the waste strategy. Progressing various aspects of the strategy in advance of new contract.
Minimise waste	2.7	Deliver a community engagement campaign to promote awareness and encourage behaviour change.	Feb-24	Places	On track	Communication and community engagement programme being developed. Waste reduction campaigns delivered.
Greener communities	2.8	Encourage developers to increase biodiversity within new developments.	Mar-24	Places	On track	Picked up in pre application discussions. Defra has identified Leicestershire County Council as the regional lead although we still await further guidance on methodology. Capacity funding secured.
Greener communities	2.9	Enable increases in biodiversity through grounds maintenance recontracting.	Dec-23	Places	Completed	Reprocurement of grounds maintenance and reflected in the specification completed.
Greener communities	2.10	Complete a water and green space infrastructure study.	Oct-22	Places	Completed	Study completed. Support the development of the draft local plan.
Connected communities	2.11	Review local transport plan.	Dec-23	Places	On track	LTP4 deferred by Department for Transport until 2025. Report on green and active travel initiatives approved by Cabinet in September. This included LCWIP, Smots, alternative fuels and LEVI project.
Connected communities	2.12	Devise an electric vehicle charging approach for the County.	Jul-23	Places	On track	Successful as part of a multi agency partnership bid for funding for electric charging points. LEVI to be implemented.
Connected communities	2.13	Undertake review of RCC vehicle fleet to establish how much can be moved to electric vehicles.	Jul-23	Places	On track	Council approved budget for commissioning financial advisors to complete this work. LUF to support 3 electric vehicles if approved.

Connected communities	2.14	Develop and deliver a local cycling and walking plan.	Dec-23	Places	On track	We have been required to complete an assessment of leadership and capacity to support active travel but have been unsuccessful in accessing additional funds to support this area. Report on green and active travel initiatives going to Cabinet in September.
Digital infrastructure	2.15	Support the implementation of project Gigabit.	Apr-23	Places	On track	Government currently procuring provider.

### Healthy and well

Commitment	Ref	Action	Target Date	Directorate	RAG	Commentary
Healthy lifestyles	3.1	Implement the 0-10 children's public health service.	Sep-22	Public Health	Completed	Procurement complete and contract monitoring commenced
Healthy lifestyles	3.2	Implement 11+ public health offer.	Sep-22	Public Health	Completed	The new staff have commenced in post. They both have experience of school settings. Two planning days have been held to develop working practices, pathways, a service welcome pack and looking at the available budget.
Healthy lifestyles	3.3	Explore opportunities for county-wide leisure provision in partnership with the Rutland Local Sports Alliance.	Mar-23	Places	On track	Cabinet have approved extension of existing contract and procurement for a new provider is underway with final submissions in November ahead of Cabinet in January 24.
Healthy lifestyles	3.4	Deliver annual Active Rutland programme.	Mar-23	Places	On track	In delivery.
Healthy lifestyles	3.5	Review the Rutland Information Service to develop a prevention front door.	Oct-23	Public Health	Completed	Rutland information service has now been incorporated into the new Council website to provide all service information in a single location.
Healthy lifestyles	3.6	Deliver Holiday Activities and Food programme (HAF).	Jul-23	People Childrens	Completed	Delivered and now continues - programme working well however take up remains low.
Supporting independence	3.7	Prepare for adult social care reform programme including cost of care (Care Account).	Oct-23	People Adult SC	On track	Reforms paused until 2025 at this stage. However, we have continued to prepare for the changes,



						including the introduction of the new adult social care portal for self service.
Supporting independence	3.8	Implement a programme to become CQC inspection ready for adult care.	Sep-23	People Adult SC	On track	First cohort for inspection to be announced sep 23. We have prepared for inspection with a CQC insurance board and have revised service structures to support this including a quality assurance team. We are preparing for a PEER review in January and an annual conversation was completed in September which identified ways in which we can strengthen our local offer, which are now being implemented.
Supporting independence	3.9	Recommission care tech programme contract.	Jan-23	People Adult SC	Completed	Completed.
Supporting independence	3.10	Supporting the voluntary sector to increase their community connections.	Oct-23	People Adult SC	Completed	Neighbourhood monthly meeting in place now comprising of 40 local voluntary and community groups. New social prescribing platform now live and facilitating referral to preventative services and assisting workloads on GP practices. Supporting this area remains ongoing.
Supporting independence	3.11	Support the roll out of a care at home self-help programme with GPs.	Oct-23	People Adult SC	Completed	WHZAN software being delivered in care homes and MiCare. RCC and PCN coordinators working together on population health management to identify proactive prevention. First results are positive prevention of admission into hospitals.
Supporting independence	3.12	Complete the end to end review of Adult Social Care and the 5 areas of focus – carers, digital, direct payments, prevention assessment and eligibility and complex care.	Mar-23	People Adult SC	Completed	Review completed and moved to business as usual. Redesign of teams now fully completed.
Supporting independence	3.13	Implement LLR Carers strategy.	Jan-23	People Adult SC	Completed	Approved and now being implemented, working with LLR carers delivery programme.
Joined up care	3.14	Evolve the Health and Wellbeing board to be the 'Place' board for health, care and wellbeing integration for Rutland.	Jul-22	Public Health	Completed	Joint Health and Wellbeing Strategy (JHWS) adopted and delivery plan agreed by the board. Implementation has commenced and regular updates are provided to each HWB.

Joined up care	3.15	Develop and roll out a new integrated neighbourhood multi-disciplinary team for the County, which includes social care staff, general practice staff, and community nurses.	Jul-22	People Adult SC	Completed	Multiagency neighbourhood meeting meets monthly. Weekly MDT bringing professionals together. Matrix management model in place to facilitate model of working.
Joined up care	3.16	Develop shared care record between adult social care and NHS to assist joint decision making on provision.	Mar-23	People Adult SC	Completed	Now in place.
Joined up care	3.17	Support people in the last phase of their lives through advanced care planning.	Jul-22	People Adult SC	Completed	Business as usual.
Joined up care	3.18	Deliver step up to great mental health project.	Mar-23	People Adult SC	On track	Round one of grant funding to support the voluntary sector to increase support in the community has been completed. 1 application from Rutland, age UK, to extend the befriending service. Now starting round 2.
Health & wellbeing infrastructure	3.19	Review options for bringing care and diagnostics closer to home and the functions of Rutland Memorial Hospital.	Oct-23	Public Health	On track	LLR ICB have presented their own Rutland healthcare plan at the Health and Wellbeing Board as part of the improving access to healthcare priorities of the JHWS. This includes a vision for Rutland Memorial Hospital which includes improving access to diagnostics services etc.
Health & wellbeing infrastructure	3.20	Explore plans for a Pool and Dry side Provision, or Pool Provision at a new site, to an initial design stage.	Jul-22	Places	Completed	Completed.
Health & wellbeing infrastructure	3.21	Prioritise Community Infrastructure Levy (CIF) funding for health infrastructure purposes.	Oct-22	Places	Completed	Cabinet have agreed indicative allocation of capital funds for health.
Reducing health inequalities	3.22	Support delivery of the Joint Health and Wellbeing Strategy by implementing Rutland County Council actions.	Apr-23	Public Health	Completed	RCC and the Public Health team are leading a range of actions including development of a prevention front door, development of family hubs, recommissioning of 0-11, 11+ children's public health service, development of a health inequalities and end of life needs assessment etc.

Reducing health inequalities	3.23	Complete a Health Inequalities and Needs assessment for the County, including an assessment of military and veteran populations.	Mar-23	Public Health	Completed	Health & Wellbeing Board signed off the inequalities needs assessment in October. A wider LLR needs assessment is also being completed on the military and veteran population.
Reducing health inequalities	3.24	Support implementation of LLR Health Inequalities Framework.	Mar-23	Public Health	Completed	Rutland's Health Inequalities Needs Assessment will inform the key recommendations for the JHWS and implementation of the LLR Health Inequalities framework for Rutland. Staying Healthy Partnership created to concentrate on health inequalities as a dedicated strand
Reducing health inequalities	3.25	Deliver transforming care services, aimed at prevention and reduction in admissions.	Mar-23	People Adult SC	Completed	Rise and Micare team working closely with the PCN to identify those patients who would benefit from diagnostic monitoring at home to identify early signs of deterioration. Access to early support in place to prevent a crisis or hospital admission. Remains ongoing.
Reducing health inequalities	3.26	Undertake Health Impact Assessment of the Local Plan's policies and proposals at the "Preferred Options" stage in summer 2023.	Jul-23	Places	Completed	Preferred options due at Cabinet in September.

A county for everyone						
Commitment	Ref	Action	Target Date	Directorate	RAG	Commentary
Inclusive education	4.1	Deliver additional SEND school places at Uppingham Community College.	Sep-22	People Childrens	Completed	11 places being filled in September.
Inclusive education	4.2	Expand secondary school places to ensure local authority meets statutory duty to provide sufficient school places.	Sep-23	People Childrens	Completed	First 30 additional places delivered in September 22 and new build extension near completion ready for September 23.
Inclusive education	4.3	Reviewing childcare sufficiency and provide information to support the	Jun-23	People Childrens	Completed	Completed, no sufficiency issues identified.

		market to provide sufficient early education places.				
Inclusive education	4.4	Recommission home to school transport services.	Jul-23	Places	Completed	Annual commissioning complete.
Outcomes for vulnerable children & young people	4.5	Implement Children & Young People Plan.	Mar-24	People Childrens	On track	Plan is in place which is reviewed annually to ensure priorities reflect local needs.
Outcomes for vulnerable children & young people	4.6	Deliver Children's Services development plan.	Feb-23	People Childrens	On track	In place and actions remain on-going. Workforce stability remains a high priority. New workforce strategy completed.
Outcomes for vulnerable children & young people	4.7	Implement Staying Close Staying Connected project to support the transition of Care Leavers.	Jun-23	People Childrens	Completed	Not successful for the funding bid but still engaged with the regional programme.
Outcomes for vulnerable children & young people	4.8	Develop foster care placement sufficiency strategy.	Apr-23	People Childrens	Completed	The foster care sufficiency strategy has been signed off by Cabinet. Implementation plan now being delivered over the next 2 years.
Outcomes for vulnerable children & young people	4.9	Implement Children's workforce development strategy.	Apr-23	People Childrens	Completed	Strategy completed.
Outcomes for vulnerable children & young people	4.10	Deliver all age Family Hub providing access to support for vulnerable groups.	Jan-24	People Childrens	On track	Family Hub has been launched and work continues to expand offer. Implementation of a Communities model of practice has begun.
Supporting adults at risk	4.11	As part of the adult social care reform implement liberty protection safeguards and joint adult and children's working programme.	Mar-24	People Adult SC	Not started	Programme paused. Implementation date not yet confirmed. Programme will resume once confirmed and guidance is published.
Supporting adults at risk	4.12	Deliver a professionally led duty safeguarding team.	Jul-22	People Adult SC	Completed	Qualified social workers are in place to oversee the duty system. Further mitigation in place to support by utilising long term social workers to fill any shortcomings in the duty system if needed. Business as usual.

Supporting adults at risk	4.13	Deliver the Making Safeguarding Personal programme.	Jul-22	People Adult SC	Completed	Business as usual, incorporated into training, practice and quality assurance processes.
Supporting adults at risk	4.14	Deliver on multi-agency policy and procedures (MAPP) timescales for adult safeguarding.	Jul-22	People Adult SC	Completed	Business as usual, incorporated into training, practice and quality assurance processes.
Housing & the cost of living	4.15	Develop a bidding programme for commuted sums section 106.	Jul-22	Places	Completed	Approved and live.
Housing & the cost of living	4.16	Refresh our Housing, Homelessness and rough sleeping strategy, include delivery of preventative services.	Mar-23	Places	Off target	Document in draft yet to receive formal approval, will be achieved within the financial year.
Housing & the cost of living	4.17	Revise Allocations Policy to reflect new legislation requirements including Armed Forces Act and Domestic Abuse Act.	Mar-23	People Adult SC	At risk	Drafted, awaiting next steps on approval.
Housing & the cost of living	4.18	Deliver homeless prevention floating support contract.	Sep-22	People Adult SC	Completed	In place, recommissioned to P3.
Housing & the cost of living	4.19	Work in partnership early with developers to ensure new developments reflect local needs and are affordable.	Mar-23	Places	On track	Explored through pre application discussions and secured through section 106 agreements.
Housing & the cost of living	4.20	Implement a range of projects to minimise the cost of living impact, including the household support fund, crisis fund, discretionary fund and council tax support programme.	Sep-22	Resources	Completed	All projects delivered and on-going. Cost of living booklet developed and launched.
Safe & inclusive	4.21	Develop equality, diversity, and inclusion strategy.	Jan-23	People Childrens	Off target	Review of EDI completed and inclusive leadership workshop delivered. No resources to progress further strategic work at this stage.
Safe & inclusive	4.22	Implement Community Safety Strategy including a priority to improve road safety.	Mar-23	Places	Completed	Monitored by Safer Rutland Partnership and LLR Road Safety Partnership.
Safe & inclusive	4.23	Implement new domestic abuse strategy and delivery plan.	Sep-23	People Childrens	Completed	Strategy completed and now have a domestic abuse lead officer in place to implement the delivery plan for the strategy.

Safe & inclusive	4.24	Implement new Changing Places projects providing improved public convenience provision for disabled residents and visitors at Uppingham and Rutland water.	Mar-24	People Adult SC	On track	Agreement with Anglian water to provide additional facilities. Planning approved and Anglian Water are progressing with the installation at Rutland Water - hoping to complete by Jan 2024.
Safe & inclusive	4.25	Deliver our inspection and licensing regime to maintain public health, including food safety, licensing and infectious disease.	Mar-23	Places	On track	Ongoing programme.
Safe & inclusive	4.26	Implement duties under the Armed Forces Act.	Nov-22	People Adult SC	Completed	Project board in place incorporating partner with action plan. All lead officers across the Council are engaged via the action plan.

### A modern and effective council

Commitment	Ref	Action	Target Date	Directorate	RAG	Commentary
Financially sustainable	5.1	Implement a plan for reducing reliance on Council reserves including transformation programme.	Mar-23	Resources	On track	Financial strategy approved at Council and approved the budget for 2023/24. Transformation programme underway with business cases for workstreams developed.
Financially sustainable	5.2	Develop a 10-year capital investment plan to guide future spending on infrastructure and facilities.	Aug-23	Places	On track	Report about developer contributions to Cabinet in December. To be developed alongside developing the Local Plan infrastructure delivery plan which will be in summer, timescale for action amended.
Financially sustainable	5.3	Implement special educational needs and or disabilities (SEND) Recovery Plan and deliver SEND better value programme to address million-pound high needs funding deficit.	Mar-24	People Childrens	On track	Submission of grant application and implementation plan completed in June and we await confirmation of grant funding. Recovery plan in place, however pressure remains on high needs expenditure with demand remaining high.
Best use of resources	5.4	Complete asset review and asset strategy implementation.	Mar-24	Places	On track	Progressing as part of the transformation programme, business cases being developed.

Best use of resources	5.5	Develop organisational Business Intelligence, introducing new corporate performance process and model.	Mar-24	Legal & Governance	On track	The pilot project looking at data warehousing has progressed well and the next phase to implement the use of PowerBI has begun with a focus on a small number of services. A new Performance Management Framework has been implemented.
Best use of resources	5.6	Refresh IT strategy, including cyber security.	Mar-24	Resources	On track	Investment in cyber security continues following central government grant, expected fully spent February 2023. IT strategy not yet commenced and will reflect on the Transformation project outputs.
Best use of resources	5.7	Implement a leadership behaviours and health & wellbeing programme.	Mar-23	Resources	On track	Leadership programme on target, commissioned an external programme. Health and wellbeing programme remains work in progress and being developed by our health and wellbeing group.
Best use of resources	5.8	Refresh of the Council workforce development strategy.	Oct-23	Resources	On track	Target date changed to reflect the transformation programme. Draft workforce development strategy in place, proceeding to approval.
Customer experience & digital	5.9	Develop a digital strategy focused on customer experience and efficiency, including designing a digital roadmap for all RCC services which establishes investment and resource requirements.	Mar-24	Resources	On track	Transformation workstreams on customer and digital, data and technology defined, principles of future model identified.
Customer experience & digital	5.10	Implement a new website and move more services online, including expansion of available services through MyAccount.	Dec-22	Resources	Completed	New platform launched and now incorporates the Rutland Information Service.
Customer experience & digital	5.11	Implement a care account and self-service portal for assessments in adult social care.	Oct-23	People Adult SC	Completed	Just launched.
Customer experience & digital	5.12	Review and republicise our customer service standards.	Apr-23	Resources	Completed	Customer standards reviewed and published on our new website.
Good governance	5.13	Deliver a smooth and efficient election in May 23.	May-23	Legal & Governance	Completed	Election delivered.

Good governance	5.14	Develop a good induction programme for Councillors.	Jun-23	Legal & Governance	Completed	New programme has been delivered and an e-handbook which has been updated.
Good governance	5.15	Continue review of the Council's constitution including financial and contract procedure rules.	Jan-24	Legal & Governance	On track	Delivery date revised to reflect new Council leadership. Work remains on-going with certain elements now included within the transformation workstream - including commissioning and operating framework. Member officer protocol due at Council in September. CP rules currently under revision and remains ongoing.
Good governance	5.16	Implementation of scrutiny improvement plan.	Jan-24	Legal & Governance	On track	Delivery date revised to reflect new Council leadership. External training session delivered for Councillors. Member induction delivered in May, June and July. The chair of Scrutiny, with the support of the Scrutiny Officer, are producing a final version of the Scrutiny Improvement Plan for approval at a meeting of the Strategic Overview and Scrutiny Committee.
Good governance	5.17	Implement a members development programme.	Jan-24	Legal & Governance	On track	Linked to induction programme and regular bulletins to members on development opportunities. Remains on-going programme of work to support members.
Community engagement	5.18	Develop a new communication and engagement strategy.	Jul-22	Legal & Governance	Completed	Completed
Community engagement	5.19	Review and refresh participation and engagement strategy for children and young people.	Apr-23	People Childrens	Off target	Delayed due to vacant post but still engaged with regional participation work, Lundy model of participation.
Community engagement	5.20	Deliver engagement through community consultations on key areas of development.	Mar-23	Legal & Governance	On track	Communication programmes in place for key projects including the Local Plan, Waste and remain on-going.
Community engagement	5.21	Deliver campaign work to increase community capacity e.g. community litter picks, community speed watch etc.	Mar-24	Places	On track	Initiatives are ongoing annually, will link with Corporate Communications to deliver annual awareness.



**STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE**

23 November 2023

**2023/24 QUARTER 2 - REVENUE AND CAPITAL FORECAST REPORT**

**Report of the Strategic Director of Resources**

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr A Johnson, Deputy Leader and Portfolio Holder for Resources	
Contact Officer(s):	Kirsty Nutton, Strategic Director of Resources (s.151 Officer)	01572 758159 knutton@rutland.gov.uk
	Andrew Merry, Finance Manager	01572 758152 amerry@rutland.gov.uk
Ward Councillors	Not Applicable	

**DECISION RECOMMENDATIONS**

That the Committee:

1. Notes the contents of the 2023-2024 Quarter 2 Revenue and Capital Forecast report as set out in Report No. 168/2023.

**1 PURPOSE OF THE REPORT**

- 1.1 To present the report produced for Cabinet on the forecast outturn position for both the revenue budget and the capital programme for 2023/24, to the Committee for consideration.

**2 BACKGROUND AND MAIN CONSIDERATIONS**

- 2.1 The full background is set out in Report No. 168/2023, appended to this report.
- 2.2 Report No. 168/2023 was written for and presented to Cabinet on the 14<sup>th</sup> November 2023 to update Cabinet with the forecast outturn position for both the revenue budget and capital programme for 2023/24.

### **3 CONSULTATION**

3.1 As set out in Report No. 168/2023, formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with officers to agree commentary and final position on all directorates.

### **4 ALTERNATIVE OPTIONS**

4.1 As set out in Report No. 168/2023.

### **5 FINANCIAL IMPLICATIONS**

5.1 As set out in Report No. 168/2023.

### **6 LEGAL AND GOVERNANCE CONSIDERATIONS**

6.1 As set out in Report No. 168/2023.

### **7 DATA PROTECTION IMPLICATIONS**

7.1 As set out in Report No. 168/2023.

### **8 EQUALITY IMPACT ASSESSMENT**

8.1 As set out in Report No. 168/2023.

### **9 COMMUNITY SAFETY IMPLICATIONS**

9.1 As set out in Report No. 168/2023.

### **10 HEALTH AND WELLBEING IMPLICATIONS**

10.1 As set out in Report No. 168/2023.

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

11.1 The Committee is asked to note the contents of the 2023-2024 Quarter 2 Revenue and Capital Forecast report as set out in Report No. 168/2023.

### **12 BACKGROUND PAPERS**

12.1 As set out in Report No. 168/2023.

### **13 APPENDICES (SIMPLY STATE IF THERE ARE NO APPENDICES)**

Appendix A – Report No. 168/2023 – 2023/24 Quarter 2 – Revenue and Capital Forecast Report

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

## CABINET

14 November 2023

### 2023/24 QUARTER 2 - REVENUE AND CAPITAL FORECAST REPORT

#### Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Key Decision: No	Forward Plan Reference: FP/280723	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr A Johnson, Deputy Leader and Portfolio Holder for Resources	
Contact Officer(s):	Kirsty Nutton, Strategic Director for Resources (s.151 Officer)	01572 758159 knutton@rutland.gov.uk
	Andrew Merry, Head of Finance (ds151)	01572 758152 amerry@rutland.gov.uk
Ward Councillors	N/A	

#### DECISION RECOMMENDATIONS

That Cabinet:

- Notes the forecast year end position as at the end of September (second quarter) for
  - Revenue Position (Section 3)
  - Capital Position (Section 4)
  - Dedicated Schools Grant (Section 5)
- Notes the update on the achievement of the 2023/24 savings proposals (Section 6), and progress made on the Financial Sustainability Strategy (Section 7)
- Approves the approach to the 2023/24 forecast underspend detailed 3.11 - 3.14 that half of the forecast underspend is used to mitigate in year risk pressures and for the remainder to be used to fund activity which supports financial sustainability. Delegation for use to be with the Chief Executive in consultation with the Strategic Director for Resources, the Portfolio Holder for Finance and the Leader of the Council based on the three themes noted in the report.
- Notes performance against the Treasury Management Prudential Indicators is in line or better with the strategy set (Appendix B)

## 1 PURPOSE OF THE REPORT

- 1.1 Under the Council's constitution Cabinet is responsible for overseeing matters relating to the Council's financial (capital and revenue) resources, within the budget set by Council each year at Budget Council.
- 1.2 This report provides Cabinet with the forecast outturn position for both the revenue budget and capital programme for 2023/24.

## 2 EXECUTIVE SUMMARY

- 2.1 This report sets out the forecasted outturn as at 30 September 2023 for 2023/24. The report compares the forecasted outturn position to the revised budget and forecasted variance.
- 2.2 The key areas to note are as follows:
  - The outturn position shows an overall forecast underspend of £1.6m compared to budget which largely relates to better investment income receipts (£1.3m) against the budget due to a national context of rising interest rates to combat inflationary pressures by the Bank of England.
  - For 'net cost of services' the Council is forecasting an underspend of £0.3m. This underspend is arising due to the level of vacancies across the Council. This position is mitigating pressures arising from contracts price increases through changes in demand, such as increased complexity in case in additional to numbers of clients requiring care. Vacancy levels present the Council with risks (as outlined in the Strategic Risk Register) and management are addressing the impact of staffing levels on the performance of services, delivery of the Corporate Strategy, and the sustainable nature of this risk, see **Error! Reference source not found.**
  - The overall forecast position provides the Council with opportunities to bring forward transformational activities in line with the Financial Sustainability Strategy that contribute to the Council living "within its means". Therefore, the Council is currently forecasting to use less Reserve balances than set out in the original budget plan and considering alternative funding and timing strategies for investment required to improve efficiency, amend service delivery, and investment for workforce wellbeing that will feed into future years Medium Term Financial Strategy, see **Error! Reference source not found.**

## 3 2023/24 REVENUE FORECAST OUTTURN

- 3.1 The Council continues to operate in a challenging financial environment largely the result from national and international events. Following on from the previous financial year, inflationary pressures are still experienced alongside challenging operating environments for key services and short-term funding agreements from Government.
- 3.2 The net revenue budget for 2023/24, agreed at Full Council in February 2023, was approved at £49.3m. The following table reconciles the movements to the budget through the year to the revised budget for the 'Net Cost of Services' the year of £45.2m.

<b>Budget allocated for 2023/24</b>	<b>£000</b>	<b>Approved at:</b>
<b>Net Cost of Services</b>	<b>49,225</b>	<b>Council February 2023</b>
Remove depreciation budgets	(2,643)	S151 - presentational virement. There is no impact on the MTFS position as this is an accounting adjustment. Removal increases transparency of reporting actual financial performance.
Contingency budget shown within Financing	(896)	S151 - presentational virement. There is no impact on the MTFS position. Amendment to reporting lines increases transparency of reporting financial performance and risk mitigation activities.
Adults Fair Cost of Care	(406)	Approval requested in report relating to an update to the assumptions used when setting the budget
Local Transport Plan Capacity Funding	(182)	No expenditure expected in 2023/24. Funding transferred to reserves.
<b>Revised Net Cost Services Budget</b>	<b>45,098</b>	<b>Cabinet August 2023 (30 June 2023 (Q1))</b>
Use of Departmental Reserves	33	To fund the commitments as approved as part of the 2022/23 Outturn Report
Public Health Reserve	38	Director of Adults and Health use of ringfenced grant funding. In consultation with the Director of Public to support public health ambitions.
<b>Revised Net Cost Services Budget</b>	<b>45,169</b>	<b>Position 30 September 2023 (Q2)</b>

3.3 The use of departmental reserves relates to previously agreed commitments relating to £17k for system developments in the Business Intelligence team and £15k for communications to fund additional advertising, marketing, and materials to support community engagement around the Council's transformation agenda.

3.4 The Council's 'net cost of services' forecast outturn position for 2023/24 is an underspend position of £0.4m compared with the revised budget and a further underspend forecast compared to £0.2m in Quarter 1. There are a number of risks where further work is being undertaken to model the value of the pressure should management action not be successful, these risks are documented in Appendix A. The following table shows the forecasted financial performance per directorate.

Directorate	Budget £000	Forecast £000	Variance Q2 £000	Variance Q1 £000	Trend by Qtrs	Forecast Status
Adults & Health	16,490	16,640	150	(240)	↓	Overspend
Places	13,728	13,626	(103)	103	↑	Underspend
Children & Families	6,664	6,679	15	253	↑	Overspend
Resources	4,927	4,817	(110)	(174)	↓	Underspend
Law & Governance	3,168	2,880	(288)	(128)	↑	Underspend
Chief Executive	192	192	0	(0)	↕	Breakeven
<b>Net Cost of Services</b>	<b>45,169</b>	<b>44,834</b>	<b>(335)</b>	<b>(186)</b>	<b>↑</b>	<b>Underspend</b>
Financing & corporate costs (see 3.7)	(45,169)	(46,419)	(1,250)	(1,090)	↑	Additional Income
<b>Total</b>	<b>-</b>	<b>(1,585)</b>	<b>(1,585)</b>	<b>(1,276)</b>	<b>↑</b>	<b>Underspend</b>

3.5 The key budget variances are outlined in the following table by directorate and by service area, with forecast pressures highlighted in red and forecast underspends in green:

Directorate	Service area	Forecast Variance £000	Commentary for the forecast position compared to budget estimates
<b>Adults &amp; Health</b>	Adults Social Care	193	Service users have increased by 16 within residential provision which represents a 15% increase since Q1. A review is underway to understand the reason for this spike and to inform how the Council can mitigate this increase in cost alongside implications for future year budgets.
<b>Childrens &amp; Families</b>	Childrens Social Care	116	The forecast overspend relates to a turnover of staff which has led to the use of interim / agency staff at a higher cost alongside additional demand for the service and an increase in costs of placements. Mitigating actions include a commissioning review of the existing placements, a review of the Council's fostering strategy, and a recruitment campaign to attract in house foster carers rather than paying high cost agency foster carers.
	Early Intervention, SEND, & Inclusion	(44)	Staffing vacancies
	Childrens Directorate Management	(35)	Staffing vacancies
<b>Places</b>	Safe & Active Public Realm	50	<p><u>Waste Management £72k forecast overspend</u> – The majority of this overspend relates to the to the closure of the in-county waste transfer station with additional costs of transferring waste to an out of county provision of £120k per annum, with a part year impact for 2023/24 incorporated.</p> <p><u>Transport £207k forecast overspend - £394k</u> is the forecast overspend on commissioned transport, with the majority relating to significant additional demand for SEN transport and Home to School transport. This forecast pressure has been mitigated by underspends on Public Transport £73k and £144k vacancy management within the Transport Team.</p> <p><u>Highways £210k forecast underspend</u> – The department has experienced highways engineers leave the authority which has led to an increase in agency costs until the permanent positions can be filled. Additional support has been approved to support the team with current work pressures. These</p>

Directorate	Service area	Forecast Variance £000	Commentary for the forecast position compared to budget estimates
			additional costs will be offset by the increased S38 income. The service is drafting proposals that seek to provide stability within the team, see point <b>Error! Reference source not found.</b>
	Culture & Registration Services	(121)	The forecast underspend relates to a business rates saving for the Museum, Castle and Libraries. Whilst this provides an underspend position for the Council there is a corresponding offset as the Council's Business Rates income budget which retains 49% of all business rates income.
<b>Law &amp; Governance</b>	Corporate Services	(153)	The forecast underspend relates to vacancies.
	Legal Services	(79)	Relates to less use of external legal advice compared to budgeted plans.
	Commissioning & Voluntary Sector	(57)	The forecast underspend relates to vacancies.
<b>Resources</b>	Revenues & Financial Services	(88)	Vacancies within the team are being managed with potential for adverse impact on performance being monitored. New burdens funding of £25k for administering the Energy Bill Support Scheme (finished in Aug 2023) contributes to the favourable position.

3.6 Additional information on financial performance of directorates compared to budget is provided in Appendix A. Details on the level of risks carried within each directorate is provided, and where an estimate can be made, the potential financial impact if the risk does materialise. Managers are proactively managing these risks to avoid additional budgetary pressure.

### Financing and Corporate Costs

3.7 The following table shows the sources of income for the Council to fund the expenditure for 2023/24, the corporate contingencies to manage and mitigate risks that arise during the year, and Council capital financing costs.

Financing	Budget £000	Forecast £000	Variance £000	Overall Status
Contingency	1,305	896	(409)	Less Use of funds
Capital Financing	1,647	1,647	0	Breakeven
Investment Income	(1,680)	(2,930)	(1,250)	Additional Income
Business Rates	(7,269)	(7,269)	0	Breakeven
Council Tax	(32,074)	(32,074)	0	Breakeven
General Grants	(6,428)	(6,428)	0	Breakeven
Reserves	(599)	(190)	409	Less Use of funds
<b>Financing Total</b>	<b>(45,098)</b>	<b>(46,419)</b>	<b>(1,250)</b>	<b>Additional Income</b>

3.8 Investment income returns are forecast to be greater than the budget set. This is a

result of holding greater cash balances than originally envisaged due to grant income being received in advance of the activity being undertaken and funded, and reserve funding not being used as quick as estimated. Interest rates are at higher levels than forecasted by the Council's treasury advisors when the budget was set. Interest rates mirror the actions taken by the Bank of England in its role to stabilise and reduce inflation.

- 3.9 The local government pay award remains outstanding and the risk is being carried in the forecast position shown against the contingency budget. As the Council is part of the National Joint Council pay and terms of conditions of employment negotiations with Unions are undertaken at a national level. Discussion remains ongoing and the forecast includes an estimate for additional costs following the conclusion of these talks.
- 3.10 CIPFA's Best Practice recommends that the Treasury Management Prudential Indicators for debt and investment performance should be reported quarterly. Current performance is in line or better than the indicators set as part of the budget setting process. Performance against the indicators is contained in Appendix B.

### **Use of the Forecast Underspend Position**

- 3.11 The overall forecast position provides the Council with opportunities to bring forward transformational activities in line with the Financial Sustainability Strategy that contribute to the Council living "within its means".
- 3.12 More favourable investment returns have contributed to the favourable forecast position for 2023/24 and reflects the wider national economic position, point 3.7 and 3.8 . This income is not guaranteed for future year years and as such cannot be relied upon as an income stream to underpin the costs of service delivery over the medium to short term. Therefore, the opportunities that management are considering include the alternative funding and timing strategies for investment required to improve efficiency, amend service delivery, and investment for workforce wellbeing that will feed into future years Medium Term Financial Strategy.
- 3.13 The proposal for the forecast underspend of £1.6m is to allocate 50% to manage service risks in year as set out in Appendix A and use 50% to invest in service delivery now to help the Council achieve financial sustainability, a key component of the Corporate Strategy. These one-off investments decisions are based on:
- Investment to aid the recruitment and retention of staff to reduce vacancy rates
  - Investment in IT and digital platforms to deliver the modern Council vision and create efficiencies in the way work is undertaken across the business, improve customer service interactions, which in turn will support staff wellbeing initiatives
  - Investment in specific support for service delivery, whereby in year investment can be used to implement transformational change in service delivery methods e.g. social care prevention including CQC readiness and stabilisation plans for services where vacancy rates are particularly high and impacting on service delivery
- 3.14 It is proposed that the allocation of the use of the 50% be delegated to the Chief Executive in consultation with the Strategic Director for Resources, the Portfolio holder for finance and the Leader of the Council based on the three themes noted above. It is envisaged that the resulting expenditure will be from a series of discrete actions that will contribute to the Corporate Strategy objectives and in turn financial sustainability for the Council, rather than single significant investment.



## 4 2023/24 CAPITAL POSITION

4.1 The Capital programme budget reported in the Q1 report (116/2023) was £38.1m and has increased by £2.7m to a revised capital programme of £40.9m, as shown in the following table. This increase has resulted from the Council receiving additional capital funding for schemes, identification of schemes for S106 funding, or additional required expenditure identified during the year and reported and approved separately such as the boiler replacement at Kings Centre and the purchase of vehicles to support waste and street cleansing services.

Project	£000
<b>Approved Programme Q1 Report</b>	<b>38,115</b>
<b>Approved since Q1</b>	
Highways Capital - Additional Pothole funding (Report 103/2023)	423
UKSPF - Grant allocation 2023/24 (Ring fenced)	15
Family Hub (S106 Delegation)	50
Oakham Medical Practice (S106 Delegation)	62
Disabled Facilities Grant (Ring fenced)	24
King Centre – Boiler (Report 130/2023)	87
Waste & Street Cleansing Vehicle Provision (Report 115/2023)	2,069
<b>Sub total</b>	<b>2,730</b>
<b>Revised Capital Programme</b>	<b>40,845</b>

4.2 The table below shows the capital forecast position for 2023/24.

Directorate / Funding stream	Total Project Budget £000	Prior Years Outturn £000	Forecast £000	Total Project £000	Variance £000
Adults & Health	783	0	783	783	0
Childrens & Families	7,010	6,277	734	7,010	0
Places	32,972	1,026	31,946	32,972	0
Resources	79	37	42	79	0
<b>Total Expenditure</b>	<b>40,845</b>	<b>7,340</b>	<b>33,505</b>	<b>40,845</b>	<b>0</b>
<b>Financed By</b>					
Grant	(35,479)	(6,894)	(28,586)	(35,479)	0
Prudential Borrowing	0	0	0	0	0
Capital Receipts	(719)	(37)	(682)	(719)	0
Revenue Contributions	(124)	(66)	(58)	(124)	0
Developers Contribution	(4,522)	(343)	(4,179)	(4,522)	0
<b>Total Financing</b>	<b>(40,845)</b>	<b>(7,340)</b>	<b>(33,505)</b>	<b>(40,845)</b>	<b>0</b>

## 5 DEDICATED SCHOOLS GRANT (DSG)

5.1 The Council has a deficit balance on the Dedicated Schools Grant (DSG). From 1 April 2020 a new regulation was introduced that enabled any deficit on the Schools budget to be transferred to the Dedicated Schools Grant Adjustment Account. This had the effect of separating schools budget deficits from the local authority General Fund for a period, initially set at three years but extended until March 2026.

5.2 The Council has agreed to underwrite the DSG deficit reserve using a commitment against General Fund reserves of £1.3m, although the statutory override removes

the immediacy for this requirement. This enables the Council to manage the risk of not making good the deficit through future DSG funding by the end of 2025/26 up to this value.

### 2023/24 Position

- 5.3 The table below shows the deficit brought forward, the funding allocation for 2023/24 and a revised position to be carried forward into future financial years. This shows a deficit position on the High Needs block increasing by £0.5m which being primarily by increases for Education Other Than At School (EOTAS), £0.2m and with Independent Special Schools of 0.3m. A deep dive into these drivers is being undertaken to model costings to data held and links point 5.5.

	Schools £000	High Needs £000	Early Years £000	Central Schools £000	Total £000
<b>Surplus/(Deficit) Carry Forwards from 2022/23</b>	<b>(4)</b>	<b>(1,515)</b>	<b>108</b>	<b>86</b>	<b>(1,325)</b>
DSG Allocations prior to recoupment	30,294	5,656	1,609	198	<b>37,757</b>
Transfer between blocks	(151)	151			<b>0</b>
Academy Recoupment	(29,158)	(310)			<b>(29,468)</b>
<b>Expenditure in Year</b>					
Schools allocations	(985)				<b>(985)</b>
Nationally Agreed School Licences				(41)	<b>(41)</b>
Admissions Service- staffing costs				(63)	<b>(63)</b>
Statutory & Retained Duties				(94)	<b>(94)</b>
Education for under 5's			(83)		<b>(83)</b>
Early Years Pathway Development			(48)		<b>(48)</b>
3 & 4 Year Old Funding			(1,409)		<b>(1,409)</b>
2 Year Old Funding			(117)		<b>(117)</b>
SEN Funding Maintained Schools and Academies		(3,107)			<b>(3,107)</b>
SEN Funding Post 16		(178)			<b>(178)</b>
SEN Recovery Plan Expenditure		(309)			<b>(309)</b>
SEN Funding - Independent Special Schools		(1,406)			<b>(1,406)</b>
SEN Funding EOTAS & Tuition		(795)			<b>(795)</b>
SEN RCC Recharge		(197)			<b>(197)</b>
Early Years Inclusion (SENIF)		(50)			<b>(50)</b>
<b>Under/(Over) spends in 2023/24</b>	<b>0</b>	<b>(545)</b>	<b>(48)</b>	<b>0</b>	<b>(593)</b>
<b>Surplus/(Deficit) Carried Forward to 2024/25</b>	<b>(4)</b>	<b>(2,060)</b>	<b>60</b>	<b>86</b>	<b>(1,918)</b>

SEN – Special Educational Needs

EOTAS – Education Other Than At School

- 5.4 For 2023/24 the High Needs Block is operating in a challenging environment with new demand being experienced and inflationary pressures resulting in an increase in price.

- 5.5 The forecast on the high needs block is being reviewed with a number of cost drivers that are being considered:

- Demand levels – changes for the new academic year
- Average costs
- Impact of recovery plan measures
- Impact of Delivering Better Value (DBV) programme

5.6 In summary, the Council anticipates that by the end of 2023/24 that the deficit of £0.5m is a worst case scenario and the impact of the DBV and recovery plan will mitigate this position, as a result no further contribution from General Fund to underwrite this position is currently forecast.

5.7 The Council has been confirmed as a joint lead for the East Midlands Change Programme Partnership (CPP) alongside Leicester City and Leicestershire. The CPP will be testing the key system-level reforms set out in the Special Educational Needs and Disabilities & Alternative Provision (SEND AP) Improvement Plan that is expected to deliver the system and culture changes needed to improve outcomes and experiences for children and young people with SEND or in AP and their families. This work is funded via grant funding of £5.9m for the region. The financial impact of this improvement plan is to be modelled as the programme progresses from the current set-up phase.

## 6 2023/24 SAVINGS DELIVERY PERFORMANCE

6.1 The 2023/24 budget is underpinned with £1.1m of savings from the cost-of-service delivery. Performance against these savings follows:

- The Council have delivered 20 of the 24 (83%) of the savings. From a monetary position this slightly increases to 85%.
- Currently three of the savings proposals have been highlighted as the service, where the saving was identified, is experiencing other emerging pressures resulting in that Business Unit forecasting an overspend. However there has been a reduction from the five highlighted as having issues in delivery between this and the last quarter report. The impact of this will be monitored, alongside the impact of mitigating actions, and an update provided in the next report.
- One of the saving proposals is unlikely to be delivered in full relates to IT Hardware saving of £10k which currently forecast to be missed due to requirement to replace hardware. The Head of Service has mitigated the associated pressure by making savings in over areas. A revised hardware refresh is being modelled to feed into future financial planning.

6.2 The table below shows the overall position on the 2023/24 savings:

Savings Delivered	No. of Savings Qtr1	No. of Savings Qtr2	Value £000
Issues Raised with Savings	5	3	162
No	3	1	10
Yes	16	20	959
<b>Grand Total</b>	<b>24</b>	<b>24</b>	<b>1,131</b>

## 7 PROGRESS DELIVERING THE FINANCIAL SUSTAINABILITY STRATEGY (FSS)

7.1 The Council have two key financial objectives stated in the approved Corporate Strategy ([Council 7 November 2022, Item 10](#)):

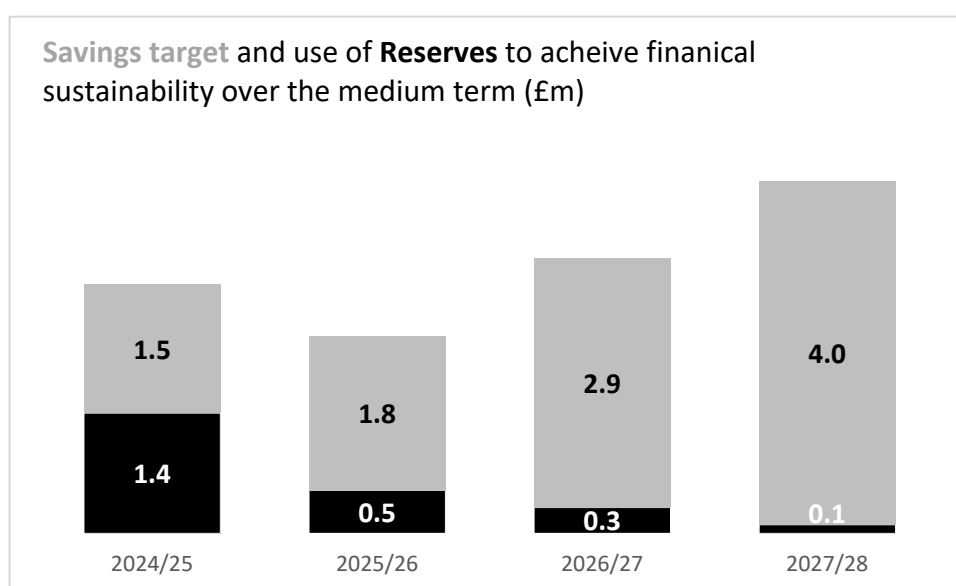
- The Council is committed to being financially sustainable - only spending the funding it receives and balancing the budget in any given year without using General Fund reserves.

- To maintain a recommended minimum limit of £3m as approved by Council as General Fund balance. This helps protect the Council’s financial resilience whilst operating in a challenging financial context with medium to longer term funding uncertainty.

7.2 The strategy is based on the two objectives above and three principles:

- raising council tax to maximise yield
- delivering a transformation programme and an “affordable service offer” and any other savings required
- using up to £2m of reserves to subsidise the budget to enable time for savings to be delivered

7.3 The savings agreed, as part of the MTFS, along with a phased and tactical use of reserve balances is shown:



### Progress Update on Future Years Financial Planning

7.4 The chart shows that an additional £4.0m of savings are required by 2027/28, with £1.5m of these to be delivered in 2024/25. A number of actions are underway or have now been completed that aid the delivery of the financial strategy. The Council’s leadership team, working alongside the Portfolio Holder for finance, the Leader, and Cabinet members, are progressing future budget considerations by:

- The approval and adoption by Full Council of the Reserve Strategy to facilitate financial resilience through use of balances to finance risk the Council may be exposed to, alongside investment provision to deliver medium to long-term saving plans.
- Adopting an enhanced Budget Setting Process for 2024/25 and future years called the Integrated Budget Plan. This approach was started in April 2023 with Directors and Heads of Service in May 2023.
- Initial Cash Limits have been allocated to Directors and in turn Heads of Service to enable services to be designed within an affordability envelope across the MTFS period to ensure financial sustainability is a focus.
- Linked to above, Heads of Service have drafted Service Ambitions that detail their vision for their services alongside the actions required to deliver these

plans within the Cash Limit allocated. This has helped ensure that the medium- and longer-term saving opportunities can be captured rather than a focus on short-term saving delivery.

- Delivery of the 12 workstreams identified as part of the Transformation Programme are now fully incorporated into the Service Ambitions and saving proposals.
- Detailed discussions have been held with the Director for Resources, Chief Executive, Directors and associated Heads of Service to fully understand proposals for increases in investment and saving opportunities identified.
- Directors are working with portfolio holders developing both investment and saving proposals in greater detail for further political consideration.
- The Services continue to work with the finance team honing the proposals prior to detailed discussions with Cabinet.
- Cabinet have commenced their review of the Corporate Strategy and amendments are being incorporated into the budget planning process.
- Associated medium term financial strategies are being reviewed.
- Consideration of an enhanced budget consultation approach has commenced.

7.5 The timetable for the cumulation of this work will result in a detailed budget being presented to Cabinet in January for consultation and Full Council approval in February 2024.

## **8 CONSULTATION**

8.1 Formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with officers to agree commentary and final position on all directorates.

## **9 ALTERNATIVE OPTIONS**

9.1 None required.

## **10 FINANCIAL IMPLICATIONS**

10.1 The report highlights the forecasted outturn for 2023/24 and the financial impact of this on the Medium-Term Financial Strategy.

## **11 LEGAL AND GOVERNANCE CONSIDERATIONS**

11.1 There are no legal implications arising from this report.

## **12 DATA PROTECTION IMPLICATIONS**

12.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons.

## **13 EQUALITY IMPACT ASSESSMENT**

13.1 An Equality Impact Assessment (EqIA) has not been completed as this report does not impact on Council policies and procedures.

## **14 COMMUNITY SAFETY IMPLICATIONS**

14.1 There are no community safety implications

## **15 HEALTH AND WELLBEING IMPLICATIONS**

15.1 There are no health and wellbeing implications.

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

- 16.1 The report updates Cabinet and all members of the forecasted outturn position for 2023/24 and highlights the key risks being managed within directorates. The position is positive and shows a reduction in use of reserves to support day to day expenditure.

## **17 BACKGROUND PAPERS**

- 17.1 [Budget Setting Report \(37/2023\)](#)
- 17.2 [Financial Sustainability Strategy \(158/2022\)](#)
- 17.3 [2023/24 Quarter 1 – Revenue and Capital Forecast Report \(116/2023\)](#)

## **18 APPENDICES**

- Appendix A – Directorate Appendices
- Appendix B – Treasury Management Prudential Indicator's

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

**Adults and Health Directorate**

**Summary position**

Table below shows the overall position for the directorate. Key commentary on variances is shown in paragraph 3.5.

Business Unit	Budget £000	Forecast £000	Variance £000	Forecast Status
Better Care Fund	2,867	2,814	(52)	Underspend
Adult Social Care	10,991	11,183	193	Overspend
Community Care Services	1,427	1,475	48	Overspend
Adults & Health Directorate Management Costs	570	544	(26)	Underspend
Prevention and Assurance	519	491	(27)	Underspend
Public Health	117	132	15	Overspend
<b>Grand Total</b>	<b>16,490</b>	<b>16,640</b>	<b>151</b>	<b>Overspend</b>

**Risk Register**

The table below shows the risks the Directorate is carrying that have not been factored into the forecast due to the position not being known at the point of forecasting, the cost is not yet known at present, or it is not certain cost will materialise.

Risk	Description	Cost £000	RAG
Demand	Increases in demand	Unknown	A
Complexity of Care	The population of Rutland is aging which is leading to changes in the complexity of packages of care and therefore increasing costs	Unknown	R
Staffing Underspends	Level of vacancies across the directorate and whether performance can be sustained	Unknown	A

**Places Directorate**

**Summary position**

The table below shows the summary position for the directorate. Key commentary on variances is shown in paragraph 3.5.

Business Unit	Budget £000	Forecast £000	Variance £000	Forecast Status
Safe and Active Public Realm	10,645	10,695	50	Overspend
Culture, Leisure & Registration Services	1,058	937	(121)	Underspend
Property Services	983	991	8	Overspend
Sustainable Economy & Place	671	650	(21)	Underspend
Places Directorate Management Costs	372	352	(19)	Underspend
<b>Grand Total</b>	<b>13,728</b>	<b>13,626</b>	<b>(103)</b>	<b>Underspend</b>

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**Risk Register**

The table below shows the risks the Directorate is carrying that have not been factored into the forecast due to the position not being known at the point of forecasting, the cost is not yet known at present, or it is not certain cost will materialise.

Risk	Description	Cost £000	RAG
Coroner Costs	Due to medical costs from Health and cost increases from Leicestershire there will an increase in cost to the contract	£20k-£40k	A
Property Repairs	Heating requirements at Unit 16a OEP. Solutions are likely to lead to replacement equipment which had not previously been assumed as part of budget setting. Costs are particularly acute for OEP due to the system used.	Unknown	R
Highways Operations	The highways team need investment in adequate vehicles to carry out their duties in a safe environment, this is likely to lead to the purchase of two vehicles.	£50k - £100k	A
Cost of Utilities	The Council continues to experience an increase in utilities costs, which is impacting Council properties and the Leisure Contract.	Unknown	A



**Childrens and Families Directorate**

**Summary position**

Table below shows the overall position for the directorate. Key commentary on variances is shown in paragraph 3.5.

Business Unit	Budget £000	Forecast £000	Variance £000	Forecast Status
Children's Social Care	3,325	3,441	116	Overspend
Early Intervention, SEND, & Inclusion	2,289	2,245	(44)	Underspend
Childrens Directorate Management	1,000	965	(35)	Underspend
Learning & Skills	51	29	(22)	Underspend
<b>Grand Total</b>	<b>6,664</b>	<b>6,679</b>	<b>15</b>	<b>Overspend</b>

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**Risk Register**

The table below shows the risks the Directorate is carrying that have not been factored into the forecast due to the position not being known at the point of forecasting, the cost is not yet known at present, or it is not certain cost will materialise.

Risk	Description	Cost £000	RAG
Rutland Adult Learning	The Council's position assumes that education targets will be met. If the Council do not deliver the targets these grants may need to be rolled into future years or repaid	Unknown	G
General Demand	Increases in demand	Unknown	A
Care Leaver Demand	This service has experienced increasing demand linked to Unaccompanied Asylum-Seeking Children and a general population growth within this area is likely to continue beyond 2023/24.	Unknown	A

**Law and Governance Directorate**

**Summary position**

Table below shows the overall position for the directorate. Key commentary on variances is shown in paragraph 3.5.

Business Unit	Budget £000	Forecast £000	Variance £000	Forecast Status
Corporate Services	1,287	1,134	(153)	Underspend
Democratic Services	478	463	(15)	Underspend
Law & Governance Director Services	395	402	7	Overspend
Legal Services	374	294	(79)	Underspend
Commissioning & Voluntary Sector	443	386	(57)	Underspend
Elections	192	201	9	Overspend
<b>Grand Total</b>	<b>3,168</b>	<b>2,880</b>	<b>(288)</b>	<b>Underspend</b>

**Risk Register**

The table below shows the risks the Directorate is carrying that have not been factored into the forecast due to the position not being known at the point of forecasting, the cost is not yet known at present, or it is not certain cost will materialise.

Risk	Description	Cost £000	RAG
Staffing Underspends	Level of vacancies across the directorate and whether performance can be sustained	Unknown	<b>A</b>

## Resources Directorate

### Summary position

Table below shows the overall position for the directorate. Key commentary on variances is shown in paragraph 3.5.

Business Unit	Budget £000	Forecast £000	Variance £000	Forecast Status
Financial Services and Insurance	2,133	2,137	3	Overspend
Information Technology	1,489	1,481	(8)	Underspend
HR, Training and Health & Safety	524	516	(8)	Underspend
Revenues & Financial Support	447	359	(88)	Underspend
Customer Services Team	198	197	(1)	Underspend
Strategic Director Resources	136	128	(8)	Underspend
<b>Grand Total</b>	<b>4,927</b>	<b>4,817</b>	<b>(110)</b>	<b>Underspend</b>

## Risk Register

The table below shows the risks the Directorate is carrying that have not been factored into the forecast due to the position not being known at the point of forecasting, the cost is not yet known at present, or it is not certain cost will materialise.

Risk	Description	Cost £000	RAG
Staffing Underspends	Level of vacancies across the directorate and whether performance can be sustained	Unknown	A
Hardware Replacement	The current hardware used by staff has already been used beyond its normal life, therefore failure demand is higher than expected. The Council is considering options to deliver new hardware and how funding through Capital may lead to revenue savings.	£42k	A
Internal Audit Contract	The Internal Audit contract is linked to Public Sector Pay Award. If the pay award is 6% then the contract will increase by 6%.	£6k	A

## Appendix B. Treasury Management Prudential Indicators

PI ref	Prudential Indicator (PI)	Description	TMSS	Revised (Waste Vehicles)	Q2	RAG	Commentary on Qtr performance against PI
1,2	Financing Costs to Net Revenue Stream	An indicator of affordability and shows the revenue implications of existing and proposed capital expenditure. Identifies the proportion of the revenue budget required to meet borrowing costs	3.85%	3.85%	3.60%	G	Below the indicator. Capital financing costs have not changed from the budget. Net revenue stream has increased by £2.9m due to final confirmation of revenue grants to be received, Council tax and business rates position before the final Budget report and final TMSS was approved in February 2023.
3,4	Capital Expenditure	Expenditure on the acquisition, creation or enhancement of non-current assets including land, property and plant/equipment with a useful life of more than 1 year.	£16.4m	N/A	£40.8m	A	Above the indicator. Additional schemes have been reported and approved by Cabinet and Council. Additional schemes have not increased the Council's need to borrow funds. Full details of the current position of the capital programme are shown in section 4 of this report.
5,6  108	Capital Financing Requirement (CFR)	Total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources	£18.2m	£20.3m	£18.2m	G	There have been no changes to the Council's own funding requirement of capital expenditure during Q2 i.e. through borrowing, or through additional voluntary revenue contributions for the repayment of debt. Additional borrowing consideration was given with regards to the Waste Vehicle report in case borrowing was required as part of financial sustainability for the Council. It is planned that Developer Contributions will be used to fund these vehicles.
7	Authorised Limit	The level beyond which external debt is prohibited	£28m	£28m	£21.4m	G	The Council is below this indicator. No new borrowing has been undertaken during Q2.
8 (TMSS PI6)	Operational Boundary	The level of external debt the Council can afford	£23m	£23m	£21.4m	G	The Council is below this indicator. No external new borrowing has been undertaken during Q2. <i>(This PI is incorrectly referenced in the TMSS as PI6.)</i>
9	Actual External Debt	Borrowings from Public Works Loan Board	£21.4m	£21.4m	£21.4m	G	The Council is in line with this indicator, no further external debt has been borrowed in Q2.
10	Gross Debt & the CFR	Capital Financing requirement less actual debt	(£3.2m)	(£3.2m)	(£3.2m)	G	The Council is in line with this indicator, there have been no changes to debt or the CFR during Q2.
11	Upper and lower of maturity structure	Up to 2 years 2 to 10 years 10 years & above	25% 20% 100%	25% 20% 100%	0% 0% 100%	G G	The Council is within this indicator. Borrowing at long term fixed rates provides budget certainty.

## Appendix B. Treasury Management Prudential Indicators

PI ref	Prudential Indicator (PI)	Description	TMSS	Revised (Waste Vehicles)	Q2	RAG	Commentary on Qtr performance against PI
	of borrowing (Fixed)						
11	Upper and lower of maturity structure of borrowing (Variable)	Up to 2 years 2 to 10 years 10 years & above	25% 20% 100%	25% 20% 100%	0% 0% 0%	G	The Council is below this indicator. Current borrowing is at fixed rates due to the uncertainty of variable rates. Borrowing at fixed rates provides budget certainty.
12	Upper limit on total principal sums invested for periods of longer than a year	Total principal funds invested for greater than 365 days.	10%	10%	0%	G	The Council is below this indicator. Current policy is to keep investments short term to be able to mitigate the risk of the loss of opportunity through recent regular changes to the base rate. This approach helps to increase interest receipts on invested balances.
13 109	Incremental Impact of Capital Investment Decisions on Band D Council Tax	An indicator of affordability showing the impact of investment decisions on Council Tax. This shows how much Council Tax would need to increase to cover the cost of borrowing.	0.01%	0.00%	0.00%	G	No borrowing is anticipated during 2024/25 and therefore no additional impact on Council Tax. The TMSS included external borrowing during 2022/23 for Digital Rutland which was not required.
14	Debt to net service expenditure	An indicator of affordability showing gross debt as a percentage of net service expenditure (maximum level of 60%)	47%	60%	48%	G	Net service expenditure is £0.9m lower at Q2 compared to the TMSS. Additional borrowing consideration was given with regards to the Waste Vehicle report in case borrowing was required as part of financial sustainability for the Council. It is planned that Developer Contributions will be used to fund these vehicles.
14b)	Net income from commercial and service investments to net revenue stream	This indicator shows the financial exposure of the authority to the loss of income, relates to service investment for which the Council has incurred borrowing cost	0.23%	0.23%	0.41%	G	The Council incurred historical borrowing costs on OEP and this indicator shows the impact should this service investment income stop. The Q2 position is higher than the TMSS indicator based on OEP forecast of £93k surplus against budget, alongside an increase in net revenue stream of £2.9m as detailed in PI1 and PI2.

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**Strategic Overview and Scrutiny Committee  
Work Plan 2023-24 v7**

<b>Standing Agenda Items</b>	Welcome and Apologies
	Record of Meeting
	Actions Arising
	Declarations of Interest
	Petitions, Deputations and Questions
	Questions with Notice from Members
	Notices of Motion from Members
	Consideration of Any Matter Referred to the Committee in Relation to the Call-In of a Decision
	Scrutiny Recommendations/Outcomes ( <i>when required</i> )
	Review of the Work Plan
	Group/Panel Updates
	Any Urgent Business
	Date of Next Meeting

Meeting Date	Proposed Item	Reason/Format	Author
<b>15<sup>th</sup> June 2023</b>	Election of Vice-Chair	Statutory Decision	
	Confirmation of Co-opted Members	Statutory Decision	
	LLR Joint Health Scrutiny Committee: Confirmation of Representation	Delegated Decision	
	Scrutiny Annual Report 2022-23	Statutory Report	Chair / Vice Chair / Scrutiny Officer
	Annual Work Plan	Statutory Report	
	Scrutiny Improvement Plan	Discussion	Chair / Scrutiny Officer

Meeting Date	Proposed Item	Reason/Format	Author
<b>13<sup>th</sup> July 2023</b>	LLR Joint Health Scrutiny Committee: Confirmation of Substitute Member	Delegated Decision	
	Corporate Performance: Annual Progress Report 2022-2023	Statutory Report	Head of Corporate Services
	Financial Outturn Position 2022-2023	Statutory Report	Strategic Director of Resources
	Scrutiny Improvement Plan: Draft	Report	Chair / Scrutiny Officer
	<b>Group/Panel Updates</b> Economic Strategy Task and Finish Group: feedback from final meeting	Report	Chair of the Task and Finish Group
	Asset Review Task and Finish Group	Terms of Reference	Strategic Director of Places & Head of Property Services

Meeting Date	Proposed Item	Reason/Format	Author
21 <sup>st</sup> September 2023	SEND Programme Update (inc. SEND Inspection Outcome, SEND governance changes & Delivering Better Value Programme)	Report & Presentation	Strategic Director of Children and Families
	Transport Network Review Business Case	Report	Strategic Director of Places & Acting Senior Transport Manager
	<b>Group/Panel Updates</b> Economic Strategy Task and Finish Group: final report	Report	Chair of the Task and Finish Group

Meeting Date	Proposed Item	Reason/Format	Author
23 <sup>rd</sup> November 2023	Corporate Performance – Mid Year	Statutory Report	Head of Corporate Services (Kevin Quinn)
	2023/24 Quarter 2 - Revenue and Capital Forecast Report	Statutory Report	Strategic Director of Resources / Andrew Merry
	Plan of Health Responsibilities and Key Decisions	Presentation	Strategic Director of Adult Services and Health

Meeting Date	Proposed Item	Reason/Format	Author
25 <sup>th</sup> January 2024 [BUDGET]	<b>Scrutiny of the Budget</b> Draft Revenue and Capital Budget 2024/25	Statutory	Strategic Director of Resources
	<b>Scrutiny of the Budget</b> Fees and Charges 2024/25	Statutory	Strategic Director of Resources

Meeting Date	Proposed Item	Reason/Format	Author
8 <sup>th</sup> February 2024	CQC Inspection Framework	Update Report	Strategic Director of Adult Services and Health and Adult Social Care Principal Social Worker and Quality Lead
	Charging for Care and Support Policy	Report	Strategic Director of Resources/ Andrea Grinney

Meeting Date	Proposed Item	Reason/Format	Author
21 <sup>st</sup> March 2024	Local Plan (Date tbc)	Report	Strategic Director of Places & Planning Policy and Housing Manager
	SEND Programme Update (inc. the Delivering Better Value Implementation Plan)	Report	Strategic Director of Children and Families

Meeting Date	Proposed Item	Reason/Format	Author
23 <sup>rd</sup> May 2024	Election of Vice-Chair	Statutory Decision	



<i>DATE TBC</i>	Confirmation of Co-opted Members	Statutory Decision	
	LLR Joint Health Scrutiny Committee: Confirmation of Representation	Delegated Decision (TBC)	
	Scrutiny Annual Report 2022-23	Statutory Report	Scrutiny Officer
	Annual Work Plan	Statutory Report	

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## **Pending Items for Scrutiny Work Plan 2023/2024 (Updated: 13 November 2023)**

The Scrutiny Work Plan outlines the areas of work which are expected to be scrutinised over the coming months/year by or on behalf of the Council's Scrutiny function and any Panels/Task and Finish Groups convened for review work.

Topics added to the work plan will have expected outcomes to add value to the services delivered by the Council and its partners and/or improve the quality of lives of Rutland residents. It is recognised that there is a need for flexibility in the work plan so as to allow relevant issues to be dealt with when they arise.

Scrutiny should always link back to the Council Corporate Strategy so that it is scrutinising whether the Council is meeting its strategic aims. Scrutiny should use effective processes to select topics that will contribute towards the best possible work plan for Scrutiny. This means looking at and using sources of information that may help them to choose the right topics.

Successful Scrutiny is about looking at the right topic in the right way and Members will need to be selective whilst also being able to demonstrate clear arguments in favour of including or excluding topics.

A common pitfall for Scrutiny can be the inclusion of topics on the work plan that are unmanageable, of limited interest to the community, purely for informational purposes, have few outcomes and fail to 'add value' to the work of the Council or the wellbeing of the community.

The selection and prioritisation of topics is critical to the effectiveness of Scrutiny so processes are in place to ensure clearer focus, particularly in poor or weak areas of performance or major issues of concern to the wider community. It is not possible to include every topic suggested as Scrutiny has limited time and resources and therefore workplans need to be manageable.

### **Does it stand up to the PAPER test?**

- **P**ublic interest – is the matter of concern to residents?
- **A**bility to have an impact – can Scrutiny influence and change things?
- **P**erformance – is it an underperforming area or service?
- **E**xtent – does it affect a number of residents or a large geographic area?
- **R**eplication – is it a new matter? i.e. not discussed in the past 6 months or currently being dealt with

**PENDING ITEMS FOR SCRUTINY WORK PLAN: UPDATED 13.11.23**

<b>Timescale (approx.)</b>	<b>Suggested Topics</b>	<b>Directorate</b>	<b>Lead Officer(s)</b>	<b>Notes</b>	<b>Corporate Aim</b>	<b>Decision</b>
Sept / Oct 2023	Leisure	Places	Strategic Director of Places & Head of Culture and Registration (Robert Clayton)	<p>Public Interest</p> <ul style="list-style-type: none"> <li>• <b>Part 1 of the leisure procurement process closed on Friday, 14.07.23.</b></li> <li>• <b>The outcome of Part 1 of the process would be considered by Cabinet on 15.08.23.</b></li> <li>• <b>Depending on the outcome of Part 1 of the leisure procurement process, the Scrutiny Committee could undertake some forward-thinking policy development on principles of leisure.</b></li> <li>• <b>The Corporate Leadership Team (CLT) would be able to provide Scrutiny Committee with clearer details including timings regarding possible scrutiny options following the Cabinet meeting on the 15.08.23.</b></li> </ul>	Healthy and Well	
Oct. 2023	<b>Access to NHS Dental Services: Update</b>	Adults and Health	NHS England - Dental	<p>Public Interest</p> <ul style="list-style-type: none"> <li>• Update to be requested from NHS England for Oct 2023.</li> <li>• National issue.</li> <li>• Item not to be discussed at Scrutiny Committee as scrutiny would have little influence or ability to change things.</li> <li>• <b>Update report to be shared with Scrutiny Committee members for communication with residents.</b></li> </ul>	Healthy and Well	
Dec. 2023	Customer	Resources	Strategic Director of Resources and Head of IT and Customer Services (Andy Nix)	<p>Public Interest</p> <ul style="list-style-type: none"> <li>• A possible impact assessment study could be done by the Scrutiny Committee towards the end of 2023.</li> <li>• <b>Corporate Leadership Team (CLT) to advise</b></li> </ul>	A Modern and Effective Council	

**PENDING ITEMS FOR SCRUTINY WORK PLAN: UPDATED 13.11.23**

<b>Timescale (approx.)</b>	<b>Suggested Topics</b>	<b>Directorate</b>	<b>Lead Officer(s)</b>	<b>Notes</b>	<b>Corporate Aim</b>	<b>Decision</b>
				<b>the Scrutiny Committee nearer the time.</b>		
<b>Late 2023/24 or Early 2024/25</b>	<b>Waste</b>	Places	Strategic Director of Places & Head of Safe and Active Public Realm (Angela Culleton)	<b>Extent</b> <ul style="list-style-type: none"> <li>• Scrutiny Committee would have little to add at this stage following the extension of the waste contract.</li> <li>• Scrutiny Committee to be involved in the next procurement stage.</li> <li>• <b>Corporate Leadership Team (CLT) to advise the Scrutiny Committee nearer the time.</b></li> </ul>	Sustainable Lives	
<b>TBC</b>	<b>Safety on our Highways</b>	Places	Strategic Director of Places	<b>Public Interest</b> <ul style="list-style-type: none"> <li>• Community Speedwatch was working effectively.</li> <li>• Issue was being dealt with by the Community Safety Partnership.</li> <li>• <b>Scrutiny Committee to review the 'Satisfaction Survey' when published by the Leicestershire Police to identify areas (if any) for scrutiny.</b></li> </ul>	A County for Everyone	

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