

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

Telephone 01572 722577

Email: democraticservices@rutland.gov.uk

Meeting: CABINET

Date and Time: Tuesday, 14 November 2023 at 10.00 am

Venue: Council Chamber, Catmose, Oakham, LE15 6HP

Democratic Services Officer to contact: David Ebbage 01572 720972
email: democraticservices@rutland.gov.uk

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A G E N D A

- 1) APOLOGIES FOR ABSENCE
- 2) ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE

- 3) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are required 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.

- 4) MINUTES

To confirm the Minutes and Decisions made at the meeting of the Cabinet held on 17th October 2023.

(Pages 3 - 8)

5) ITEMS RAISED BY SCRUTINY

To receive items raised by members of scrutiny which have been submitted to the Leader and Chief Executive.

6) 2023/24 QUARTER 2 - REVENUE AND CAPITAL FORECAST REPORT

To receive Report No.168/2023 from the Deputy Leader and Portfolio Holder for Resources.
(Pages 9 - 28)

7) PERFORMANCE REPORT 2023-2024

To receive Report No.167/2023 from the Deputy Leader and Portfolio Holder for Resources.
(Pages 29 - 76)

8) GREEN WASTE CHARGES FOR 2024/25

To receive Report No.166/2023 from the Portfolio Holder for Highways, Transport and the Environment.
(Pages 77 - 84)

9) ANY ITEMS OF URGENT BUSINESS

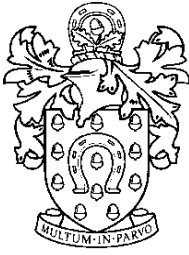
To receive items of urgent business which have previously been notified to the person presiding.

10) DATE OF NEXT MEETING

Tuesday, 12th December 2023.

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MEMBERS OF THE CABINET: Councillor G Waller (Chair)
Councillor A Johnson
Councillor P Browne
Councillor D Ellison
Councillor T Smith
Councillor C Wise



Rutland County Council

Catmose Oakham Rutland LE15 6HP

Telephone 01572722577 Email:democraticservices@rutland.gov.uk

RECORD OF DECISIONS AT A MEETING OF THE CABINET

Tuesday, 17th October, 2023 at 10.00 am

| | | |
|--------------------------|---|---|
| PRESENT: | Councillor G Waller (Chair) Councillor P Browne | Councillor A Johnson (Vice-Chair) Councillor D Ellison |
| ABSENT: | Councillor T Smith | Councillor C Wise |
| OFFICERS PRESENT: | Mark Andrews Angela Wakefield Dawn Godfrey Kim Sorsky Kirsty Nutton Angela Culleton Roger Ranson David Ebbage Tom Delaney | Chief Executive Strategic Director for Law and Governance Strategic Director for Children's Services Strategic Director for Adult Services and Health Strategic Director for Resources Head of Public Realm Planning and Housing Policy Manager Democratic Services Officer Democratic Services Manager |

Decisions published on 18 October 2023.

Key Decisions will be implemented on 26 September unless the Call-in Procedure as outlined in Procedure Rule 149 is invoked.

1 APOLOGIES FOR ABSENCE

Apologies were received from Councillor C Wise and Councillor T Smith.

2 ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE

There were no announcements from the Chairman or Head of Paid Service.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 MINUTES

Consideration was given to the minutes of the meeting held on 12 September 2023.

RESOLVED

- a) That the minutes of the meeting held on 12 September 2023 be **APPROVED**.

5 ITEMS RAISED BY SCRUTINY

A report had been received from the Strategic Overview and Scrutiny Committee, the report set out recommendations on the Transport Network Review Business Case & Post-16 Travel Options item and the need for Rutland County Council to provide the non-statutory Post-16 transport services.

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.

6 STAMFORD NORTH STATEMENT OF COMMON GROUND

Report No.125/2023 was introduced by Councillor P Browne, Portfolio Holder for Planning and Property.

The report asked for Cabinet's authorisation to agree a Statement of Common Ground relating to the potential proposed development at Stamford North and to agree the establishment of a Joint Board with South Kesteven District Council to oversee the future planning of this potential development and to consider other strategic matters of mutual interest.

It was moved by Councillor D Ellison and seconded that the recommendations of Report No. 125/2023 be approved. Upon being put to the vote, with four votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet **AGREED**:

- a) The Chief Executive was authorised to sign the Stamford North Statement of Common Ground as set out in Appendix A.
- b) A Joint Board was established with South Kesteven District Council to oversee the potential proposed development of Stamford North and to consider other strategic planning matters of mutual interest, taking account of the Terms of Reference as set out in Appendix B.
- c) The representatives of the County Council are invited to attend meetings of the Joint Board as set out in the Terms of Reference.

7 MINERALS PLANNING ADVICE CONTRACT: RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEE

Report No.152/2023 was introduced by Councillor P Browne, Portfolio Holder for Planning and Property.

The report asked for Cabinet's comments on matters raised by the Overview and Scrutiny Committee regarding the contract to provide minerals planning advice.

The Portfolio Holder confirmed the planning functions around Minerals and Waste were recognised as important and are explicitly identified within the responsibilities of the Portfolio Holder for Planning.

The Leader was pleased and felt it was an excellent step forward that the Council's Planning Officers could upskill and deal with minerals.

The Leader also felt that Cabinet had adequately dealt with the Scrutiny recommendations at the current stage as these were still currently ongoing.

It was moved by Councillor P Browne and seconded that the recommendations of Report No. 152/2023 be approved. Upon being put to the vote, with four votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **CONSIDERED** the recommendations from the Overview and Scrutiny Committee alongside the updated information set out in the report.

8 RUTLAND LOCAL PLAN 'PREFERRED OPTIONS' PUBLIC CONSULTATION

Report No.153/2023 was introduced by Councillor P Browne, Portfolio Holder for Planning and Property.

The report sought approval for public consultation to be undertaken on the Local Plan "Preferred Options" document. The proposed document for consultation was appended to the report. The report also sets out elements of the updated evidence base for the Rutland Local Plan which were considered to be material considerations for the determination of planning applications pending the adoption of the Local Plan.

In addition, the report provided an updated position for the budget to deliver the Local Plan and to deal with the identified pressures of the planning service operating without a local plan.

Councillor A Johnson proposed an amendment to recommendation 2 to include the Portfolio Holder for Economic Development. This was seconded and upon being put to the vote, with four votes in favour the motion was unanimously carried.

Through questioning it was confirmed that the Council's current Community Infrastructure Levy (CIL) Policy would not be updated due to a proposal for a National Infrastructure Levy therefore the current CIL would potentially be replaced by that at some stage in the future.

It was moved by Councillor A Johnson and seconded that the recommendations of Report No. 153/2023 be approved. Upon being put to the vote, with four votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **APPROVED** the Rutland Local Plan “Preferred Options” consultation document (Appendix A) for the purposes of public consultation;
- b) **DELEGATED** authority to the Strategic Director of Places, in consultation with the Portfolio Holder with responsibility for Planning and the Portfolio Holder with responsibility for Economic Development, to make any factual corrections and minor changes to finalise the consultation document and facilitate the requirements of setting up consultation material, software and mapping as well as to make any changes agreed at Cabinet;
- c) **AGREED** that elements of the Local Plan evidence base, as set out in Appendix 2, were considered to be potential material considerations for the determination of planning applications;
- d) Subject to budget provision, **AGREED** that a separate Development Plan Document was prepared for the St. George’s Barracks site; and
- e) **NOTED** the updated budget position in Section 5 of the report.

9 LOCAL COUNCIL TAX SUPPORT REVIEW

Report No.129/2023 was introduced by Councillor A Johnson, Portfolio Holder for Resources.

The report asked Cabinet for approval to continue with the existing Local Council Tax Support Scheme (LCTS) and the Discretionary Fund (DF) from 2024/25 financial year. To note that the Strategic Director for Resources (s151 officer) in consultation with the Cabinet member with the Portfolio for Resources, can make minor changes to the LCTS and the DF because of best practice, guidance or legislation and to note the intention of the Strategic Director for Resources to explore alternative schemes in 2024/25 and report to Cabinet.

It was moved by Councillor A Johnson and seconded that the recommendations of Report No. 129/2023 be approved. Upon being put to the vote, with four votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **RECOMMENDED** to Council to continue with the existing Local Council Tax Support scheme (LCTS) and to continue to adjust it annually for inflation in line with Governments Adjudications and Operations Circulars from 2024/25 financial year.
- b) **RECOMMENDED** to Council to continue with the existing Discretionary Fund Policy (DF) from 2024/25 financial year.
- c) **NOTED** that Council has approved that the Strategic Director for Resources (s151 officer), in consultation with the Cabinet member with the Portfolio for Resources, can make minor changes to the LCTS and the DF because of best practice, guidance or legislation.

- d) **NOTED** the intention of the Strategic Director for Resources to explore alternative schemes in 2024/25 and report to Cabinet.
- e) **NOTED** the update provided for the managed migration to Universal Credit (UC) of tax credit claimants.

10 REVIEW OF THE CHARGING FOR CARE AND SUPPORT POLICY

Report No.131/2023 was introduced by Councillor D Ellison, Portfolio Holder for Adult Care and Health.

The report asked Cabinet for approval to undertake a review of the Charging for Care and Support Policy for Rutland, with the aim of providing a new transparent and consistent policy for charging adults receiving care and support services in Rutland. To seek approval to launch a public consultation necessary to inform the content of the final policy, and to seek approval to delegate the final public consultation content to the Strategic Director for Adult Services and Health in consultation with the Portfolio Holder for Adult Care and Health.

It was moved by Councillor D Ellison and seconded that the recommendations of Report No. 131/2023 be approved. Upon being put to the vote, with four votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **APPROVED** a review of the Charging for Care and Support Policy for Rutland with the aim of providing a new transparent, and consistent policy for charging adults receiving care and support services in Rutland.
- b) **APPROVED** the proposal to launch a public consultation necessary to inform the content of the final policy.
- c) **APPROVED** the delegation of the final public consultation content to the Strategic Director for Adult Services and Health in consultation with the Portfolio Holder for Adult Care and Health.

11 EXCLUSION OF THE PRESS AND PUBLIC

The meeting remained in a public session at this juncture as it was felt Cabinet would be able to consider the public aspect of Report No.139/2023 without divulging into the contents of the exempt report.

The Chair then moved after initial discussions that the meeting would move to private session to discuss the exempt report. This was seconded and upon being put to the vote the motion was unanimously carried.

12 TRANSPORT NETWORK REVIEW BUSINESS CASE & POST-16 TRAVEL OPTIONS

Report No.139/2023 was introduced by Councillor A Johnson, Portfolio Holder for Resources.

The report provided an update on the review of transport provision undertaken since the previous Cabinet Report in February 2023 on the Public Bus Network Delivery Review and Post 16 (P16) Transport options review.

Prior to debate, Councillor Waller proposed an amendment to recommendation 4 for it to read 'Delegates authority to the Strategic Director of Places in consultation with the Portfolio Holder with responsibility for Transport and Portfolio Holder with responsibility for Finance, to approve associated procurement and spend.' This was seconded and upon being put to the vote, with four votes in favour the motion was unanimously carried.

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At 10.44am the meeting entered an exempt session

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At 10.55am the meeting returned to a public session

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RESOLVED

That Cabinet:

- a) **APPROVED** the recommendation as set out in exempt Appendix C.
- b) **NOTED** the outcomes of the post-16 (P16) transport options review (stage 1) as set out in exempt Appendix B.
- c) **APPROVED** next steps of the P16 transport options review (stage 2).
- d) **DELEGATED** authority to the Strategic Director of Places in consultation with the Portfolio Holder with responsibility for Transport and Portfolio Holder with responsibility for Finance, to approve associated procurement and spend.

13 ANY ITEMS OF URGENT BUSINESS

There were no items of urgent business.

14 DATE OF NEXT MEETING

Tuesday, 14th November 2023.

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The Chairman declared the meeting closed at 10.58am.

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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:

1. Notes the forecast year end position as at the end of September (second quarter) for
 - a) Revenue Position (Section 3)
 - b) Capital Position (Section 4)
 - c) Dedicated Schools Grant (Section 5)
2. Notes the update on the achievement of the 2023/24 savings proposals (Section 6), and progress made on the Financial Sustainability Strategy (Section 7)
3. 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.
4. 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 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". 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 3.11.

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.

| | | |
|---|---------------|---|
| Budget allocated for 2023/24 | £000 | Approved at: |
| Net Cost of Services | 49,225 | Council February 2023 |
| 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. |
| Revised Net Cost Services Budget | 45,098 | Cabinet August 2023 (30 June 2023 (Q1)) |
| 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 Health to support public health ambitions. |
| Revised Net Cost Services Budget | 45,169 | Position 30 September 2023 (Q2) |

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 £0.3m 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 |
| Net Cost of Services | 45,169 | 44,834 | (335) | (186) | ↑ | Underspend |
| Financing & corporate costs (see 3.7) | (45,169) | (46,419) | (1,250) | (1,090) | ↑ | Additional Income |
| Total | - | (1,585) | (1,585) | (1,276) | ↑ | Underspend |

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 |
|---------------------------------|---------------------------------------|------------------------|--|
| Adults & Health | 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. |
| Childrens & Families | 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 |
| Places | 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 3.11. |
| | Culture & Registration Services | (121) | The forecast underspend relates to a business rates saving for the Museum, Castle and Libraries. Whilst this is a 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. |
| Law & Governance | 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. |
| Resources | 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 |
| Financing Total | (45,098) | (46,419) | (1,250) | Additional Income |

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 |
|---|---------------|
| Approved Programme Q1 Report | 38,115 |
| Approved since Q1 | |
| 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 |
| Sub total | 2,730 |
| Revised Capital Programme | 40,845 |

- 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 |
| Total Expenditure | 40,845 | 7,340 | 33,505 | 40,845 | 0 |
| Financed By | | | | | |
| 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 |
| Total Financing | (40,845) | (7,340) | (33,505) | (40,845) | 0 |

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

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 |
| Grand Total | 24 | 24 | 1,131 |

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](#)):

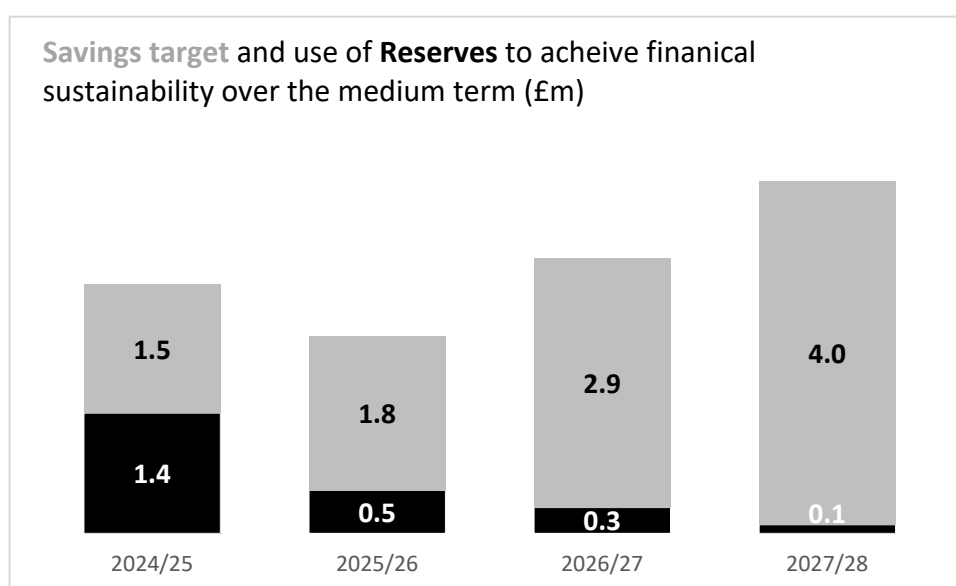
- The Council is committed to being financially sustainable - only spending the funding it receives and balancing the budget in any given year without using General Fund reserves.

- 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 culmination 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 |
| Grand Total | 16,490 | 16,640 | 151 | Overspend |

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 |
| Grand Total | 13,728 | 13,626 | (103) | Underspend |

22

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 |
| Grand Total | 6,664 | 6,679 | 15 | Overspend |

23

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 |
| Grand Total | 3,168 | 2,880 | (288) | Underspend |

4

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 |

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 |
| Grand Total | 4,927 | 4,817 | (110) | Underspend |

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 26 | 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 | 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 27 | 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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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

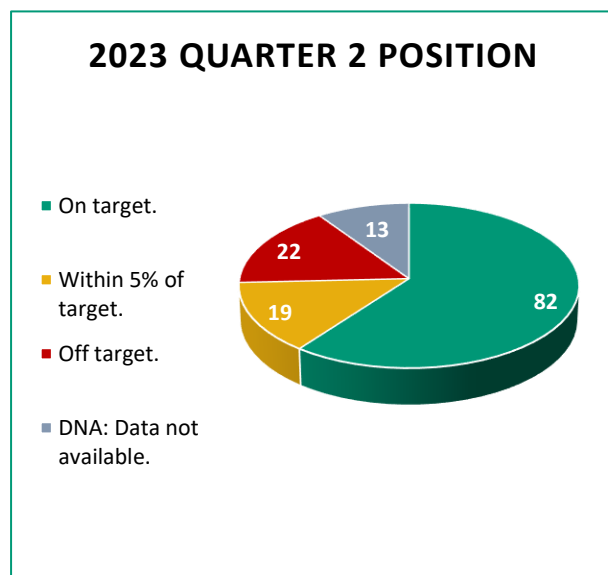
As we approach the end of the second year of the Corporate Strategy, we have maintained momentum and made good progress toward realising our strategic aims and the commitments we have made to residents, despite the various challenges we have faced both locally and nationally.

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%.
- 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.

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:

- 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.

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%.

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.

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| 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 | 32 | 52 | | |
| Sustainable Development | 1.2 | Places | 5 year housing supply. | Annual | 6 years | 7.4 years | 6 | | |
| Inclusive Growth | 1.3 | Places | Number of new business births in Rutland. | Annual | 205 | 165 | 165 | | Reflects the national decline in new businesses. |

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|------------------|------|------------------|--|-----------|----------------------------------|-------------|-------------|--|---|
| Inclusive Growth | 1.4 | Places | Percentage of new businesses which remain in business after 1 year. | Annual | Achieve regional average (90.4%) | 99% | 99% | | 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 | 244 | 59 | | 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 | £46 | £46 | | 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) | DNA | DNA | | 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) | DNA | DNA | | New target, data not available yet for a revised position on current GVA. |
| Inclusive Growth | 1.9 | Places | Housing Affordability Index. | Annual | 11 | 9.12 | 9.12 | | 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% | 1.5% | 2% | | 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% | 5% | 5% | | Annual data awaiting this years surveys and processing. This performance keeps RCC in the top quartile of local highway authorities. |

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|--------------------|------|--------|--|-----------|------|---------------|---------------|--|--|
| 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% | 94% | 94% | | 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% | 78% | 78% | | 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% | 72% | 72% | | 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% | 72% | 72% | | 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 | 77 | 77 | | |
| Heritage & Culture | 1.17 | Places | Number of visitors to the County (steam survey). | Annual | 1.4m | 1.514m | 1.514m | | |
| Heritage & Culture | 1.18 | Places | Number of active library users. | Monthly | 5000 | 5556 | 5687 | | |
| Towns and Villages | 1.19 | Places | Number of fly tipping incidents. | Quarterly | 200 | 32 | 57 | | |

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|--------------------|------|--------|---|-----------|-----|------------|------------|--|--|
| 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% | 69% | 68% | | A total of 167 inspection have been completed since April. |
|--------------------|------|--------|---|-----------|-----|------------|------------|--|--|

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 | 7563 tCO2e | 7563 tCO2e | | 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 | 532.48kgs | 141.13kgs | | 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% | 50.9% | 55.4% | | 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% | 88% | 88% | | |
| Greener Communities | 2.5 | Places | Biodiversity increase | Annual | Baseline year | DNA | DNA | | |

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|------------------------|-----|--------|--|-----------|-------------------------|---------------|---------------|--|--|
| Greener Communities | 2.6 | Places | Biodiversity net gain through the planning process. | Annual | Baseline year | DNA | DNA | | |
| Connected Communities | 2.7 | Places | Proportion of adults who do any walking or cycling (national travel survey). | Annual | Maintain above national | DNA | 81.1% | | 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 | 42,327 | 42,327 | | Figures reported 6 monthly. |
| Digital Infrastructure | 2.9 | Places | Percentage of households with access to gigabite capability network. | Quarterly | 46% | 46% | 46% | | 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%) | 75% | 75% | | 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%) | 57.4% | 57.4% | | Latest data is 2021/22 |

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|-------------------------|-----|---------------|---|--------------|---|-------|-------|--|------------------------|
| 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 | | |

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|-------------------------|------|---------------|--|---------|-----|------------|------------|--|---|
| Supporting Independence | 3.9 | People Adults | Number of permanent admissions of older people (65+) to residential and nursing care homes | Monthly | 28 | 9 | 15 | | 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% | 87% | 88% | | 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% | 30% | 31% | | 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% | 6% | 3% | | 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% | 90% | 91% | | 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% | 43% | 43% | | English average is 41%. This is an OFLOG performance measure. |

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|-----------------------------------|------|---------------|--|---------|--|-------------|-------------|--|---|
| Supporting Independence | 3.15 | People Adults | Percentage of people who use services who have found it easy to find information about services. | Annual | 80% | 82% | 82% | | 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) | 1565 | 1565 | | 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 | DNA | DNA | | |
| Reducing Health Inequalities | 3.18 | Public Health | Female Healthy life expectancy at birth. | Annual | Achieve national average (63.9) | 66.8 | 66.8 | | 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) | 74.7 | 74.7 | | 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% | 28% | 28% | | 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% | 2% | 1% | | 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% | 59% | 56% | | 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. |

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|---------------------|-----|------------------|--|--------|--------|-------------|-------------|--|--|
| 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% | 99% | 99% | | 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% | 100% | 100% | | 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 | DNA | DNA | | 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 | DNA | DNA | | 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% | DNA | 10% | | 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 | DNA | DNA | | Data is not available until 19th October so not able to report |

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|---------------------------------------|------|------------------|--|-----------|-----|-------------|-------------|--|---|
| Outcomes for Vulnerable Children & YP | 4.10 | People Childrens | Percentage of practice reviews rated good or outstanding. | Quarterly | 90% | 44% | 11% | | 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% | 71% | 75% | | 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% | 100% | 50% | | 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% | DNA | 100% | | 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% | 78% | 86% | | 24 out of 28 children. |

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|---------------------------------------|------|------------------|--|---------|-----|-------------|-------------|--|--|
| Outcomes for Vulnerable Children & YP | 4.15 | People Childrens | Percentage of care leavers that the Council is in touch with. | Monthly | 80% | 100% | 100% | | 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% | 39% | 62% | | 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% | 5% | 48% | | 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% | 40% | 78% | | 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% | 87% | 87% | | 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% | 92% | 92% | | Above the English average of 86%. |

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|------------------------|------|---------------|---|---------|-----|----|-----|--|---|
| 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. |

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| Safe & Inclusive | 4.26 | Places | Unitary Authority crime ranking (total recorded offences) | Annual | Top 5 | 2 | 1 | | 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% | 98% | 98% | | |
| Safe & Inclusive | 4.28 | Places | Number of people killed or seriously injured in road traffic accidents. | Quarterly | <23 | 4 | 6 | | 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

| 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 | £2.4m | £2.4m | | <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 | £1m Surplus | £1.2m | | <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> |

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| Financially Sustainable | 5.3 | Resources | Reserves above minimum target level of £3m. | Monthly | £3m | £24.6m | £24.6m | 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 aids the delivery of this indicator. |
| Financially Sustainable | 5.4 | People Childrens | Maintain High Needs Funding DSG deficit. | Monthly | £1.344m | £1.9m | £1.9m | 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% | 36% | 60% | |
| Financially Sustainable | 5.6 | Resources | Percentage of Council Tax received (cumulative) | Monthly | 95% | 32% | 59% | 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% | 67% | 85% | Cumulative target for year. |

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| Financially Sustainable | 5.8 | Resources | % of invoices paid on time (30 calendar days of receipt) | Monthly | 95% | 95% | 98% | | Cumulative target for year. |
| Financially Sustainable | 5.9 | Resources | Auditor approved accounts (annual) | Annual | Approved by auditor | Not Audited | Approved by auditor – October 2023 tbc | | 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 | DNA | Outstanding | | 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 | DNA | Outstanding | | We are no longer progressing this as a priority area. |
| Customer Experience & Digital | 5.12 | Resources | New MyAccount registrations (cumulative) | Monthly | 4800 | 1450 | 2357 | | 2,357 new MyAccount Registrations from 1st April 2023 to 30th September 2023 |
| Customer Experience & Digital | 5.13 | Resources | MyAccount cases raised. | Monthly | 2000 | 621 | 1191 | | 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 | 2900 | 2828 | | |

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| 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. |

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| 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% | 100% | 100% | 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 | 2 | 2 | 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% | 64% | 68% | | 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 | 22 | 47 | | 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% | 32% | 30% | | 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 | 50 | 112 | | 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% | 98% | 98% | | |

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| 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 | | | | | | | | | |
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| 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. |

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| Service Timeliness | 7.2 | Places | Percentage of planned highway maintenance (tickets) completed on time and to specification. | Quarterly | 98.8% | 99.2% | 100% | | |
| Service Timeliness | 7.3 | Places | Land charges request processing times (average). | Monthly | <8 days | 2 | 1.8 | | |
| Service Timeliness | 7.4 | Places | Processing of major planning applications within timescales (13 weeks or agreed EOT) | Quarterly | 60% | 100% | 100% | | 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% | 88% | 93% | | 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% | 98% | 97% | | 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% | 92% | 87% | | |
| Service Timeliness | 7.8 | Places | Number of missed bins per 100k collections | Monthly | 60 | 64 | 62 | | 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 | 33 | 30 | | 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 | 19.8 | 19.8 | | The DWP are providing consultancy to see if processing times can be improved |

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| Service Timeliness | 7.11 | Law & Governance | Customer complaints responded to within timescales (rolling total) | Monthly | 95% | 95% | 96% | | 45/47 responded within timescale. |
| Service Timeliness | 7.12 | Law & Governance | Percentage of statutory information returns completed in timescale (rolling total) | Monthly | 90% | 100% | 100% | | 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% | 95% | 90 | | |
| Service Timeliness | 7.14 | Law & Governance | Percentage of external media enquiries resolved within 48hrs (two working days). | Monthly | 60% | 100% | 80% | | 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% | 95% | 97% | | |
| Service Timeliness | 7.17 | People Childrens | Percentage of children's services contacts progressed within one working day. | Monthly | 95% | 91% | 94% | | 418 out of 444 contacts. |
| Service Timeliness | 7.18 | People Childrens | Percentage of children in need seen within statutory timescales | Monthly | 90% | 91% | 84% | | 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 |

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| Service Timeliness | 7.19 | People Childrens | Percentage of child protection cases seen within statutory timescales. | Monthly | 90% | 100% | 100% | | 27 out of 27. |
| Service Timeliness | 7.20 | People Childrens | Percentage of Education Health & Care Assessment 6 week timescales. (Jan-Dec) | Monthly | 90% | 100% | 87% | | 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% | 89% | 82% | | 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% | 84% | 100% | | |
| Service Timeliness | 7.23 | People Childrens | Percentage of children receiving and Elective Home Education triage assessment within 8 weeks of registration. | Monthly | 80% | 89% | 90% | | 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% | 88.8% | 88.8% | | 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% | 29.7% | 29.7% | | 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% | 39% | 39% | | 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. |

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| Service Timeliness | 7.27 | People Adults | Percentage of adult social care review for adults with LD completed annually | Monthly | 80% | 38% | 33% | | 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% | 71% | 72% | | 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 | 1.11 | 2.32 | | 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. |

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| Organisational Health | 8.2 | Resources | Staff turnover rate (excluding casuals) | Quarterly | <12.6% | 3.7 | 8.3% | | 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% | DNA | DNA | | 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% | 9% | 9% | | 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. |

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| 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. |

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| 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. |

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| 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, |

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| | | | | | | 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. |

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| 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. |

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| 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. |

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|---|------|---|--------|------------------|-------------|--|
| | | 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. |

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|------------------------------|------|---|--------|------------------|------------|---|
| 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. |

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|------------------|------|--|--------|-----------------|-----------|---|
| 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. |

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|-------------------------------|------|--|--------|--------------------|-----------|---|
| 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. |

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|----------------------|------|--|--------|--------------------|------------|---|
| 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. |

CABINET

14 November 2023

GREEN WASTE CHARGES FOR 2024/25

Report of the Portfolio Holder for Transport, Highways and the Environment

| | | |
|--------------------------------|---|--------------------------|
| Strategic Aim: | A modern and effective Council | |
| Key Decision: Yes | Forward Plan Reference: FP/220923 | |
| Exempt Information | No | |
| Cabinet Member(s) Responsible: | Cllr C Wise, Portfolio Holder for Transport, Highways and the Environment | |
| Contact Officer(s): | Penny Sharp, Strategic Director for Places | psharp@rutland.gov.uk |
| | Angie Culleton, Head of Public Realm | aculleton@rutland.gov.uk |
| | Emily Frikha, Environment Manager | efrikha@rutland.gov.uk |
| Ward Councillors | All | |

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the proposed annual charge of £60 per bin for the 2024/25 financial year.
2. Authorises the Director for Resources, in consultation with the Cabinet Member with portfolio for Environment, to revise as necessary the terms and conditions associated with the implemented chargeable service for the kerbside collection of green waste.
3. Approves the recommendation that future green waste charges are included in the annual Fees and Charges report a year in advance.

1. PURPOSE OF THE REPORT

- 1.1 To request approval of revised charges for Green Waste collections in 2024/25.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Green Waste charges were introduced in 2018/19 in order for the Council to recover the costs of providing a collection service to residents.
- 2.2 There is a discount of 25% available to households in receipt of Local Council Tax

Support. This has applied across all years of the scheme.

2.3 Payments for subscriptions are accepted online or over the phone. We are not able to accept payment by cash or by card 'in person' at the Council offices. The Council offices do not have a till function to accept cash and the foyer area is not a secure environment for processing card payments. Cheque payments are still accepted but discouraged due to the additional resource required to process these.

2.4 The following table shows a breakdown of current budgeted expenditure for green waste collections:

2023/24 budget:

| | |
|---|--------------------|
| Operational Costs | £496,600 |
| Directorate Management and corporate support costs | £123,400 |
| | |
| Total Expenditure | £620,000.00 |
| Number of subscriptions (Forecast to December 2023) | 12,649 |
| Cost per bin (no. of subs divided by the total cost) | £49.02 |

2.5 This suggests that the current charge set for 2023/24 of £50 is accurate.

2.6 The Directorate Management costs is an allocation of staffing within Places and Environmental Services. Corporate costs are an allocation from Council support services including staffing and property costs. This figure is allocated as per Government Revenue Outturn Returns.

2.7 The table below shows the comparison between current green waste charges for Rutland and Rutland Experian Mosaic near neighbours (correct as of September 2023):

| Local Authority | Cost per subscription | Variations | Discount |
|--|-----------------------|------------|---|
| South Northamptonshire (West Northants Council) | £55 | | None stated. |
| Stratford-on-Avon | £44 | | None stated. |
| Daventry (West Northants Council) | £55 | | None stated. |
| Rutland | £50 | | 25% discount if eligible for local Council Tax Support. |

| | | | |
|-----------------------------|-----|--|--|
| South Cambridgeshire | £45 | First bin is free. Additional bins are chargeable. Bin is for both Food and garden waste. | None stated. |
| Uttlesford | £50 | | 25% discount if eligible for local Council Tax Support. |
| Maldon | £56 | Charge for new bin/replacement bin is £31. | None stated. |
| Wychavon | £52 | Also offer chargeable garden sacks. | None stated for bins. 50% discount for sacks if registered disabled. |
| Harborough | £61 | | None stated. |
| East Hampshire | £76 | Also offer chargeable garden sacks. Charge for new/replacement bin is £44. | None stated. |
| Melton | £85 | Run by Biffa's Green Waste Club. Replacement bins charged at £20 plus VAT. Removal charged at £12. | None stated. |

3. 2024/25 SUBSCRIPTION CHARGES

- 3.1 Project work for 2024/25 subscription period commenced in Autumn 2023. Therefore a decision is needed regarding the subscription charge.
- 3.2 As well as inflation costs, additional expenditure will be incurred due to the extension of the Biffa contract. Subscription numbers are expected to remain at similar levels. However an increased subscription charge, in conjunction with the current cost of living crisis could lead to a drop in subscription numbers. This would mean that the subscription cost would need to be higher in order for the council to recover costs.
- 3.3 **OPTION 1** - Based on inflation of 6% on total expenditure, the following figures would apply for 2024/25:

2024/25 budget: Modelled on 6% inflation

| | |
|--|---------|
| Staff (includes Green Waste Officer and CST) | £51,940 |
|--|---------|

| | |
|---|--------------------|
| Car Milage (monitoring and inspections) | £2,968 |
| Equipment and printing costs | £26,500 |
| Bank fees and charges | £16,960 |
| Postage | £5,830 |
| Publicity | £0 |
| Software Licences | £10,600 |
| Waste Collection | £414,598 |
| Predicted expenditure | £529,396 |
| | |
| Directorate Management costs | £46,004 |
| Corporate Support costs | £84,800 |
| | |
| | £660,200.00 |
| Predicted number of subscriptions | 12,649 |
| Cost per bin (no. of subs divided by the total cost) | £52.19 |

- 3.4 This would mean a subscription charge of £52 for 2024/25.
- 3.5 If the predicted 6% inflation is incorrect, then any difference will be included in the price adjustment the following year.
- 3.6 **OPTION 2 –** alternatively the Council could choose to increase charges by more than £2 per subscription to bring it into line with neighbouring authorities charges and to increase contribution to core costs (including capital expenditure on new collection vehicles under the extension).

2024/25 budget: Modelled on 6% inflation

| | |
|--|--------------------|
| Staff (includes Green Waste Officer and CST) | £51,940 |
| Car Milage (monitoring and inspections) | £2,968 |
| Equipment and printing costs | £26,500 |
| Bank fees and charges | £16,960 |
| Postage | £5,830 |
| <i>Contribution to capital costs of new vehicle purchase</i> | <i>£55,000</i> |
| Software Licences | £10,600 |
| Waste Collection | £414,598 |
| Predicted expenditure | £584,396 |
| | |
| Directorate Management costs | £46,004 |
| Corporate Support costs | £84,800 |
| | |
| | £715,200.00 |
| Predicted number of subscriptions | 12,649 |
| Cost per bin (no. of subs divided by the total cost) | £56.54 |

This gives a suggested subscription cost of £57.

- 3.7 **OPTION 3** - Should the subscription cost increase to £57, it is possible that approximately 5% of subscriptions will be lost. In order to mitigate this loss, the subscription charge could be set at £60 in order to fully cover costs:

2024/25 budget: Modelled on 6% inflation

| | |
|--|---------------------------|
| Staff (includes Green Waste Officer and CST) | £51,940 |
| Car Milage (monitoring and inspections) | £2,968 |
| Equipment and printing costs | £26,500 |
| Bank fees and charges | £16,960 |
| Postage | £5,830 |
| <i>Contribution to capital costs of new vehicle purchase</i> | <i>£55,000</i> |
| Software Licences | £10,600 |
| Waste Collection | £414,598 |
| Predicted expenditure | <u>£584,396</u> |
| | - |
| Directorate Management costs | £46,004 |
| Corporate Support costs | £84,800 |
| | - |
| | <u>£715,200.00</u> |
| Predicted number of subscriptions | <i>12,017</i> |
| Cost per bin (no. of subs divided by the total cost) | <u>£59.52</u> |

- 3.8 Going forwards, the proposal is to include future green waste charges in the annual fees and charges report a year in advance. The fee will be based on an agreed inflation rate.

- 3.9 This would mean that the report due for approval in February 2024 (for 2024/25 prices) will include the green waste charge for 2025/26. This removes the need for a separate report being presented to Cabinet each year.

The reason why 2024/25 subscription charges cannot be included in the February 2024 Fees and Charges report is because details of the scheme finalised each autumn to enable publicity documents, welcome letters and stickers to be printed and posted ready for the scheme start date of 1st April. Approval in February does not allow enough time to do this.

| | |
|--|-------------------|
| RCC Fees and charges report drafted (for 2024/25 prices) To include green waste price for 2025/26 | November 2023 |
| Green Waste letter and sticker artwork sign-off | 19th January 2024 |

| | |
|--|-----------------------------|
| Invitation to renew letters sent to existing green waste subscribers | First week of February 2024 |
| Subscription window (during which residents must subscribe in order to guarantee use of the scheme from 1st April) | February 2024 |
| Full Council approval of RCC Fees and Charges report (for 2024/25 prices). To include green waste charge for 2025/26 | 26th February 2024 |
| Welcome letters and stickers sent to customers | March 2024 |
| 2024/25 green waste scheme go- live date | 1st April 2024 |

4. CONSULTATION

- 4.1 The above recommendations have not been subject to public consultation.
- 4.2 This is on the basis that there is no statutory duty to consult and that the council can demonstrate it has exercised fairness because:
- a. It is an optional service.
 - b. Alternative options for green waste disposal are available.
 - c. The proposed fee is reasonable and proportionate.
 - d. Residents on Local Council Tax Support are entitled to a 25% discount.

5. ALTERNATIVE OPTIONS

- 5.1 An alternative to the proposed fee, in light of the current cost of living crisis, would be to freeze charges at £50 for 2024/25. This would mean that the council is not able to recover the costs of providing the service. This shortfall would have to be found from elsewhere within the directorate.

6. FINANCIAL IMPLICATIONS

- 6.1 With Option 1 (a subscription cost of £52), if subscription numbers remain stable, the Council expects to recover some costs associated with providing the collection service. However this option does not contribute towards the capital costs of the new vehicle purchase
- 6.2 Option 2 (£57 per subscription) does contribute towards the capital costs of new vehicles. However if subscription numbers were to reduce, there is a risk that costs may not be fully recovered.
- 6.3 Therefore Option 3 (£60 per subscription) is recommended in order to attempt to fully recover all costs associated with providing the collection service.

7. LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 Section 45(3) of the Environmental Protection Act 1990 states 'no charge shall be made for collection of household waste except in cases prescribed in regulations

made by the Secretary of State'. Section 4 of Schedule 1 of the Controlled Waste (England and Wales) Regulations 2012 states that charges may be made for collection of garden waste (also referred to as green waste). This was therefore the legal basis for the introduction of charging.

7.2 Section 45(3) of the Environmental Protection Act 1990 also states that the authority may recover a reasonable charge for the collection of waste from the person who made the request. The Council has therefore set annual charges with the intention of recovering associated operation contract costs, overheads and administration costs, with the exception of disposal costs which as per the legislation, are not recoverable. The Council cannot profit from charging for the collection service.

7.3 Under the Simpler Recycling waste reforms, DEFRA have recently (October 2023) confirmed that all Local Authorities will be required to collect garden waste by 31st March 2026. Therefore, Rutland County Council must continue to provide this service to residents.

8. DATA PROTECTION IMPLICATIONS

8.1 A Data Protection Impact Assessments (DPIA) has been completed. No adverse or other significant risks/issues were found. A copy of the DPIA can be obtained from Emily Frikha -efrikha@rutland.gov.uk

9. EQUALITY IMPACT ASSESSMENT

9.1 No adverse impacts have been identified.

9.2 A 25% discount will continue to be available to residents in receipt of Local Council Tax Support.

10. COMMUNITY SAFETY IMPLICATIONS

10.1 There are no Community Safety implications from the above recommendations.

11. HEALTH AND WELLBEING IMPLICATIONS

11.1 There are no health and wellbeing implications from the above recommendations.

12. ORGANISATIONAL IMPLICATIONS

Environmental implications

12.1 The above recommendations would protect the valued but non-statutory service of green waste collections. The collection of green waste positively contributes to the Council recycling rate and diverts green waste from disposal.

Human Resource implications

12.2 There are no Human Resources implications.

Procurement Implications

12.3 There are no procurement implications.

13. CONCLUSION AND SUMMARY OF REASONS FOR THE

RECOMMENDATIONS

- 13.1 The proposed charge of £60 per subscription for 2024/25 is reasonable and proportional in light of current inflationary and budget pressures, the purchase of new collection vehicles and the extension of the Biffa contract.
- 13.2 It is recommended that the charge of £60 per subscription is approved for 2024/25.
- 13.3 It is recommended that future green waste charges are included in the annual Fee and Charges report a year in advance.

14. BACKGROUND PAPERS

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

15. APPENDICES

- 15.1 There are no appendices.

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