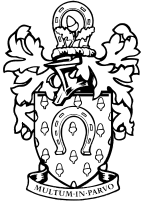


## Public Document Pack



# Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP.

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**Meeting:** PEOPLE (CHILDREN) SCRUTINY PANEL

**Date and Time:** Thursday, 19 November 2015 at 7.00 pm

**Venue:** RIDING SCHOOL - MUSEUM

**Clerk to the Panel:** Rachel Hynds 01572 758169  
email: [corporatesupport@rutland.gov.uk](mailto:corporatesupport@rutland.gov.uk)

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## A G E N D A

### 1) MINUTES OF MEETING

- i) To confirm the minutes of the meeting of the People (Children) Scrutiny Panel held on 17 September 2015 (previously circulated)

### 2) DECLARATIONS OF INTEREST

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

### 3) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 216.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

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

**4) QUESTIONS WITH NOTICE FROM MEMBERS**

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

**5) NOTICES OF MOTION FROM MEMBERS**

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

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

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

**SCRUTINY**

Scrutiny provides the appropriate mechanism and forum for members to ask any questions which relate to this Scrutiny Panel's remit and items on this Agenda.

**7) PUBLISHED OFSTED REPORTS IN EDUCATION AND LEARNING SETTINGS**

To receive Report No 221/2015 from the Director for People.  
(Pages 5 - 18)

**8) FOSTERING-ANNUAL REPORT**

To receive Report No 223/2015 from the Director for People.  
(Pages 19 - 38)

**9) IRO- ANNUAL REPORT**

To receive Report No 209/2015 from the Director for People.  
(Pages 39 - 66)

**10) SAFEGUARDING IN SCHOOLS**

To receive Report No.222/2015 from the Director for People.  
(Pages 67 - 82)

**11) AIMING HIGH- SHORT BREAKS**

To receive Report No 220/2015 from the Director for People.  
(Pages 83 - 90)

**12) EARLY HELP STRATEGY**

To receive Report No 213/2015 from the Director for People.

(Pages 91 - 108)

**13) YOUTH SERVICE REVIEW**

To receive Report No 219/2015 from the Director for People.  
(Pages 109 - 120)

**14) STRATEGIC AIMS AND OBJECTIVES**

To receive Report No 205/2015 from The Chief Executive  
(Pages 121 - 128)

**15) QUARTER 2 PERFORMANCE MANAGEMENT REPORT**

To receive Report No 217/2015 from the Chief Executive  
*(Circulated under separate cover)*  
(Pages 129 - 180)

**16) QUARTER 2 FINANCE MANAGEMENT REPORT**

To receive Report No 206/2015 from the Director for Resources.  
*(Circulated under a separate cover)*  
(Pages 181 - 236)

**17) PROGRAMME OF MEETINGS AND TOPICS**

a) **REVIEW OF FORWARD PLAN 2014/15**

*Copies of the Forward Plan will be available at the meeting.*

**18) ANY OTHER URGENT BUSINESS**

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

**19) DATE AND PREVIEW OF NEXT MEETING**

**20) ELECTED MEMBERS OF THE PEOPLE (ADULTS & CHILDREN)  
SCRUTINY PANEL**

**21) CO-OPTED MEMBERS (VOTING)**

**22) CO-OPTED MEMBERS (NON-VOTING)**

**23) OTHER MEMBERS FOR INFORMATION**

**TO: ELECTED MEMBERS OF THE PEOPLE (CHILDREN) SCRUTINY PANEL**

Mr J Dale (Chairman)

Mr E Baines

Miss R Burkitt

Mrs D MacDuff

Mr A Walters

Mr A Menzies

Miss K Gordon

Mr A Tindall

Mr K Bool

Mr G Conde

Mrs L Stephenson

Mr P Goringe

Ms S Gullan-Whur

Ms J Bailey

**OTHER MEMBERS FOR INFORMATION**

## SCRUTINY PANEL

19 November 2015

### OFSTED INSPECTION OF OAKHAM COFE PRIMARY SCHOOL

#### Report of the Director for People

Strategic Aim:	Creating a brighter future for all		
Exempt Information	No		
Cabinet Member(s) Responsible:	Mr D Wilby, Portfolio Holder for Lifelong Learning		
Contact Officer(s):	Mark Fowler , Head of Learning and Skills		
		Telephone	01572 758460
		email:	mfowler@rutland.gov.uk
Ward Councillors			

#### DECISION RECOMMENDATIONS

That the Panel:

1. Approves the report.

#### 1 PURPOSE OF THE REPORT

To inform Scrutiny Committee of the statutory inspection of Oakham CofE Primary School 29-30 September 2015.

#### 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The School was inspected under the new framework for inspection. This is the first of Rutland schools to be inspected under this framework which commenced in September 2015.
- 2.2 The School had been judged “good” in its previous inspection in November 2011. However, the School had been identified by the Local Authority as “*Red: vulnerable to going into an OFSTED category*” in spring 2015. It was challenged and given extensive support over the last 6 months from the Local Authority School Improvement Service.
- 2.3 The School was identified as a “School Causing Concern”. Support and monitoring were initiated and the School was recommended to become sponsored

as an academy. The decision of the Governing Body to seek academy status and the appointment of a new head teacher together meant that the LA did not use its powers under the Schools Causing Concern policy.

A new head teacher joined the School in September and has already taken key steps to improve the School. The impact of the new head teacher and the LA support are referred to in the inspection report.

<b>Overall effectiveness</b>	<b>Requires improvement</b>
Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Requires improvement
Personal development, behaviour and welfare	Requires improvement
Outcomes for pupils	Requires improvement
Early years provision	Good
Overall effectiveness at previous inspection	Good

## **2.4 Summary of key findings for parents and pupils**

### **2.4.1 This is a school that requires improvement**

- Although rates of pupils' progress have increased considerably in the past year, their attainment is not yet high enough. Progress is slower in mathematics than in reading and writing.
- Not all disadvantaged pupils are making fast enough progress.
- Teachers are not giving the most-able pupils, including those who are disadvantaged, work that challenges them sufficiently.
- Although teaching, learning and assessment are now much better, they are not yet consistently good in all year groups.
- Teachers do not always check that all pupils, and particularly those of lower ability, have followed their advice on how to make their work better.
- Teachers do not always adjust the work they give to match pupils' different needs, or ensure that increasingly difficult work is set when pupils are ready for it. Especially in mathematics, teachers need to improve their subject knowledge so they can pinpoint pupils' misconceptions quickly and correct them.
- Though behaviour has improved greatly, some pupils do not listen enough or concentrate on their work sufficiently in every lesson.
- Some school policies are out of date and leaders have not checked these regularly.
- The school website does not comply with the legal regulations to publish the information required.

## **2.4.2 The school has the following strengths**

- New leadership has brought about rapid improvements to all areas. Leaders have raised expectations and created a culture of success. Staff are now a united team, working quickly to promote higher achievement for all pupils.
- Pupils' personal development and welfare are good. Pupils are cared for and kept safe by all staff. Parents agree that their children feel safe in school. □ Attendance is rising because pupils feel proud of their school. Most want to attend and to learn quickly.
- The provision in the early years is good and, as a result, children get off to a rapid start.
- Good teaching practice in the early years is spreading quickly to other parts of the school as teachers learn from each other and improve their skills.

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

### **3.1 The key conclusions.**

It is helpful for the School's continued improvement that the School was judged as "requiring improvement". This means that the programme of improvement initiated by the Head Teacher can continue, supported by the LA.

There is clear evidence that the change of leadership is bringing improvement to the School.

It is helpful that the report recognises the support provided by the Local Authority.

### **3.2 The key recommendations**

- a) The LA continues to support the School's improvement (hand-in-hand with the Diocese).
- b) The LA requires the School to identify a sponsor of high effectiveness and reputation to convert to an Academy by September 2016.
- c) The Head Teacher and Chair of Governors report to Scrutiny how the School intends to improve the outcomes for learners.

## **4 BACKGROUND PAPERS**

### **4.1 There are no additional background papers to the report**

## **5 APPENDICES**

There is 1 appendix.

## **APPENDIX ONE**

OFSTED report on the school.

A Large Print or Braille Version of this Report is available upon request –  
Contact 01572 722577. (18pt)



# Oakham CofE Primary School

Burley Road, Oakham LE15 6GY

<b>Inspection dates</b>	29–30 September 2015
<b>Overall effectiveness</b>	<b>Requires improvement</b>
Effectiveness of leadership and management	Good
Quality of teaching, learning and assessment	Requires improvement
Personal development, behaviour and welfare	Requires improvement
Outcomes for pupils	Requires improvement
Early years provision	Good
Overall effectiveness at previous inspection	Good

## Summary of key findings for parents and pupils

### This is a school that requires improvement

- Although rates of pupils' progress have increased considerably in the past year, their attainment is not yet high enough. Progress is slower in mathematics than in reading and writing.
- Not all disadvantaged pupils are making fast enough progress.
- Teachers are not giving the most-able pupils, including those who are disadvantaged, work that challenges them sufficiently.
- Although teaching, learning and assessment are now much better, they are not yet consistently good in all year groups.
- Teachers do not always check that all pupils, and particularly those of lower ability, have followed their advice on how to make their work better.
- Teachers do not always adjust the work they give to match pupils' different needs, or ensure that increasingly difficult work is set when pupils are ready for it.
- Especially in mathematics, teachers need to improve their subject knowledge so they can pinpoint pupils' misconceptions quickly and correct them.
- Though behaviour has improved greatly, some pupils do not listen enough or concentrate on their work sufficiently in every lesson.
- Some school policies are out of date and leaders have not checked these regularly.
- The school website does not comply with the legal regulations to publish the information required.

### The school has the following strengths

- New leadership has brought about rapid improvements to all areas. Leaders have raised expectations and created a culture of success. Staff are now a united team, working quickly to promote higher achievement for all pupils.
- Pupils' personal development and welfare are good. Pupils are cared for and kept safe by all staff. Parents agree that their children feel safe in school.
- Attendance is rising because pupils feel proud of their school. Most want to attend and to learn quickly.
- The provision in the early years is good and, as a result, children get off to a rapid start.
- Good teaching practice in the early years is spreading quickly to other parts of the school as teachers learn from each other and improve their skills.

## Full report

### What does the school need to do to improve further?

- Raise outcomes in reading, writing and mathematics by:
  - accelerating the rate at which gaps are narrowing between the performance of disadvantaged pupils and other pupils in the school and nationally, through intensifying support for those who are not making fast enough progress
  - ensuring that more pupils, including those who receive the pupil premium, reach the higher standards by being given work that makes them think hard.
  
- Improve the quality of teaching, learning and assessment by ensuring that:
  - staff give pupils work that is consistently and accurately matched to the needs of different groups
  - the work staff set for pupils becomes progressively more challenging
  - teachers check that pupils act upon the advice they have been given
  - teachers improve their subject knowledge, particularly in mathematics, so that they can precisely identify pupils' misconceptions and reshape their teaching accordingly.
  
- Improve pupils' behaviour so that it is consistently good throughout the school by promoting positive attitudes to learning in all lessons.
  
- Strengthen the effectiveness of leadership and management so that:
  - all policies are regularly reviewed and thoroughly evaluated for their effectiveness
  - the school website meets all statutory requirements.

An external review of the school's use of the pupil premium should be undertaken in order to assess how this aspect of leadership and management may be improved.

## Inspection judgements

### Effectiveness of leadership and management is good

- The current deputy headteacher took over at short notice as acting headteacher in September 2014, following unexpectedly low outcomes in end of Key Stage 2 assessments. With extensive support from the local authority and Peterborough Diocese, he quickly implemented wholesale changes to all aspects of the school. Staff were made very aware of the need to improve the achievement of pupils rapidly. He has also created a united team in the school, with greatly raised expectations. As a result, there is now a shared determination that every pupil must succeed. Pupils are responding to the emphasis on learning by making much faster progress. Their behaviour has also improved significantly, as they aspire to do their best.
- The new headteacher has rapidly made his mark, for example by reorganising the school timetable to ensure that no time in the school day is wasted. Together with the deputy headteacher, he has communicated the school's ambition to pupils, parents and the school community, who warmly support the changes that leaders are making.
- Leaders continually talk about and model their high expectations for all aspects of the school. They know that action must take place as fast as possible to make up for past slow progress. They have accurately evaluated the current priorities in the school and have drawn up a detailed plan for improvement. This is driving forward the necessary improvements at high speed.
- The senior leadership team is strengthening further the impact of the headteacher and deputy headteacher. These leaders, including teachers with specific responsibilities for literacy and the early years, are working together to ensure that staff meet and work in groups to plan and deliver improved learning for all pupils. The team believes that the school's provision and outcomes for pupils are simply unacceptable unless they are good or even better. Leaders and staff fully and warmly endorse the new headteacher's culture of 'pride, purpose, passion and perseverance', and say that it sums up their commitment to all pupils.
- Leaders have worked hard to improve the skills of staff by giving them opportunities to learn from each other and attend training where needed. Although the quality of teaching is not yet good overall, it is improving quickly because staff feel more confident and are able to plan and deliver better lessons. Leaders have wisely identified good practice in the early years, where teachers capture the imagination of children to deliver good learning, as a way of improving the quality of teaching elsewhere in the school.
- Pupils' improved engagement with their learning arises, in part, from the school's lively, new curriculum. This includes cross-curricular themes that pupils help to adapt so that they can make links in their learning and apply what they know to other areas. Teachers enrich the curriculum with opportunities such as meeting real-life 'Vikings' who visit the school to teach pupils about history. There are also various extra-curricular activities for art, sport and music. These include drumming and an animation club. Pupils who inspectors met during the visit say they really enjoy these and that there is 'always something to do'!
- Good provision for pupils' spiritual, moral, social and cultural education means that pupils become considerate, thoughtful and reflective young people. The school is particularly effective in teaching pupils about, and promoting respect for, other religions and cultures. Teachers give pupils first-hand experiences to meet visitors from other countries and to visit places of worship, such as a Sikh Gurdwara. This means that pupils have a good understanding of other religions and this, in turn, prepares them well for life in modern Britain.
- Leaders' commitment to the success of every pupil ensures that equality of opportunity is strong. Every pupil is included and welcomed, regardless of their needs. There is a clear determination to see that outcomes are as good for minority groups and pupils whose circumstances make them vulnerable as they are for other pupils.
- Leaders have spent the primary physical education and sports funding well to ensure that pupils' enjoyment of, and participation in, physical and sporting activity have increased over time. Cricket, basketball and archery are amongst the many sports that pupils enjoy.
- Until last year, school leaders did not spend the funding for disadvantaged pupils effectively. Intervention work to help them improve their achievement was not well planned or delivered. As a result, pupils made progress that was too slow and gaps between their performance and that of others in the school and nationally did not close. Since last year, this has begun to change and intervention is now much more effective. As a result, pupils in many, though not yet all, year groups are making faster progress than other pupils.

- The school's website is not compliant with statutory regulations and lacks information on pupils' progress, the impact of spending on the achievement of disadvantaged pupils, details about the spending planned for the current year and a report from the school on provision of pupils who are disabled or who have special educational needs.
- The website also contains a large number of policies, including that of safeguarding, that leaders and governors have not properly monitored, evaluated or reviewed. These contain out-of-date terminology and do not yet demonstrate good practice.
- **The governance of the school**
  - Governors have no illusions about the past underperformance of pupils and they have worked hard to become a rapidly improving, and now effective, governing body. They now hold senior leaders fully to account and have undertaken extensive training to become familiar with pupil performance. They know about the quality of teaching in the school and receive regular information about this from leaders. Governors are continuing to oversee carefully the many improvements that leaders are making to all aspects of provision.
  - Like leaders, governors are now a visible presence in the school. They visit the school regularly and have undertaken examinations of pupils' work, along with visits to classrooms, to see for themselves that the changes set out in the school's 'rapid improvement plan' are actually taking place. Whilst warmly supportive of the school's leadership, governors are unafraid to ask continual, challenging questions to check which actions have not yet proved sufficiently successful and what staff are doing about them.
  - The school's system for managing the performance of teachers is now good. Targets are ambitious and focused upon the progress of pupils. Leaders put in place good support for teachers to improve their skills. However, governors are not afraid to take tough decisions and deny salary increments if teachers do not achieve their targets.
- The arrangements for safeguarding are effective. The efficient senior business manager ensures that the single central register is always up-to-date. The deputy headteacher and two other members of staff coordinate the safeguarding of pupils. They ensure that staff receive regular and up-to-date training to keep pupils safe and supported. The training includes ensuring all staff are aware of the warning signs of, for example, any neglect, exploitation or bullying to children. Staff are also very clear on the procedures to report any concerns and do not hesitate to pass these on. Records seen by inspectors during their visit show that any referrals are made to outside agencies quickly. Staff keep detailed records of all concerns, and monitor visitors closely. Staff are also very keen to support parents and work with families who need particular help.

## Quality of teaching, learning and assessment requires improvement

- Though leaders have secured significant and rapid improvements in the quality of teaching, the progress of pupils is not yet consistently good. Considerably better teaching is occurring in many classes, but this is not yet true in all of them. For example, teachers do not always accurately target the work they give to the needs of different groups or set clear time limits. As a result, not all groups of pupils make as much progress as they could in all lessons.
- Where teaching is less effective, pupils do not always receive progressively harder work when they are ready for it. On occasions, teachers give them easier work even though they have successfully completed problems that are more challenging. When this happens, pupils' progress slows.
- Some pupils, particularly lower attainers, do not respond to their teacher's advice and so make slower progress than they should. The advice, including marking and other feedback, is often weak in literacy and this limits pupils' progress because teachers do not give them clear ideas on exactly what they need to improve.
- Teachers need to develop their subject knowledge, particularly in mathematics, so that they can spot and correct pupils' misconceptions.
- Teachers do not always give the most-able pupils, including the most-able disadvantaged pupils, work that challenges them and makes them think hard. Because of this, too few of them have reached their potential over time and achieved the higher measures of attainment.
- The quality of teaching has improved significantly during the last year, with staff responding enthusiastically to the clear and high expectations set by senior leaders. A common approach to teaching through the school, adapted from successful practice in the early years, is having significant effects.

- Pupils say that the level of challenge teachers give them has increased over the past year. Those interviewed said that they like the way they are encouraged to judge their own success not on how busy they are, but by how much they are learning.
- In the better lessons teachers' good subject knowledge is shown by effective questioning and the correct use of vocabulary which probes pupils' thinking and teaches them the correct language to use when, for example, describing mathematical shapes.
- Staff assess all pupils rigorously and therefore have accurate starting points from which to measure progress. Staff are now using a new system to assess progress based on the national expectation of pupils at different ages, which pupils like. Staff recognise that they need more time to become more familiar with this.
- Teachers deploy teaching assistants well in order to support pupils, including disabled pupils, those with special educational needs and pupils with English as an additional language. Teaching assistants are well briefed and work closely alongside teachers, adapting the learning but questioning pupils using the same vocabulary as the teacher. Inspectors noted a particularly strong example of this in a mathematics lesson taught in the specialist unit for pupils with moderate learning difficulties where, with support, pupils sustained their concentration and so improved their knowledge of decimals and place value.
- Disadvantaged pupils are now making better progress than their peers in many year groups because of better intervention by teaching assistants. However, this is not yet the case in all years. Teachers know that they need to intensify the support they give to any disadvantaged pupil if he or she is not making the necessary progress.

## **Personal development, behaviour and welfare** require improvement

### **Personal development and welfare**

- The school's work to promote pupils' personal development and welfare is good. Across the school, including in the two specialist provisions, pupils are well cared for and kept safe by all staff. Pupils say that they feel safe and can approach any adult in school if they have a concern. They also say that whichever adult they approach, they will deal with the issue quickly, fairly and effectively.
- Staff teach pupils about how to keep themselves safe from a wide range of risks. Children learn to behave safely around the school from the time when they join the Reception class; they learn, for example, how they must always use scissors carefully.
- Pupils are particularly knowledgeable about keeping safe on the internet and mobile phones. Staff teach younger pupils about the dangers of roads and strangers, for example. Pupils approaching the move to secondary schools learn how to recognise and manage the risks they may encounter when they are older.
- Pupils say that bullying and the use of discriminatory language are rare. Should any incidents occur, staff take appropriate action and inform parents. Actions take account of the age of the child and the circumstances. Logs kept by the school show that these incidents are properly recorded and the 'next steps' are noted to reduce the risk of further incidents.
- The overwhelming majority of parents who responded to Parent View agreed that their child feels safe at Oakham Church of England Primary. Parents' positive views of this aspect reflects their positive views of the school overall.
- Pupils are encouraged to take regular physical exercise and keep healthy, which they do. Teachers also encourage pupils to be calm and reflective and to support each other. Staff carefully attend to both pupils' physical and emotional well-being; as a result, pupils' self-confidence grows as they get older. Pupils are also becoming aware of the need to focus on what they are learning rather than being satisfied with merely being busy.

### **Behaviour**

- The behaviour of pupils requires improvement because, while attitudes to learning are good for most pupils, they are not yet consistent across the school. For example, during the inspection there were a small number of incidents of low-level disruption and of pupils not paying attention to the work that the teacher had set. This shows that not all pupils have yet developed good levels of self-discipline.
- Pupils and teachers confirm, however, that behaviour, including that of pupils in the two specialist provisions, has improved significantly over the past year. This follows the introduction of clear expectations of how pupils should behave both in lessons and around school. In most classes, pupils ask questions and are willing and ready to learn. They are respectful to adults.

- Books seen by inspectors during their visit show that pupils are developing a greater sense of pride in their work, with most now completing their work neatly.
- Pupils are respectful of the school environment and litter is rare. They wear their school uniform proudly and view the introduction of the new dress code positively. They move about the school calmly and are polite to adults and visitors. At break and lunch times they play and cooperate happily.
- Attendance is improving as leaders make clear that pupils must be in school unless there are exceptional reasons. Staff note any absence quickly and follow it up, with effective support given to those families where pupils' persistent absence is a concern. Pupils also say that they enjoy coming to school to learn. Because of the changes leaders have made, attendance is now above the latest published national average and persistent absence is rare.
- There have been no exclusions since the start of the previous academic year.

## Outcomes for pupils

## require improvement

- Outcomes require improvement because pupils have been making insufficient progress over several years. Published information from 2014 shows that their progress was significantly below average and in the lowest 10% nationally for reading, writing and mathematics. Historically, progress has slowed in Key Stage 2, with the rate only beginning to improve again in Year 6. As a result, many pupils have not been attaining the levels expected for their age by the time they leave. They have therefore not been well prepared for secondary school.
- Progress for disadvantaged pupils has been far too low. Leaders have allowed significant gaps to develop between their achievement and that of other pupils in the school and nationally. In 2014, they left the school approximately two terms behind their classmates and nearly seven terms behind other pupils nationally in mathematics. In reading, they left approximately three terms behind their classmates and, again, six terms behind other pupils nationally. In writing, they were nearly five terms behind their classmates and more than nine terms behind other pupils nationally.
- The most-able pupils have not reached the high measures of attainment that they are capable of because teachers do not give them challenging work that makes them think deeply.
- Improvements in the quality of teaching over the last year and considerably raised expectations are now having a significant effect on the rate of progress that pupils make.
- Around half of children arrive at Reception with skills that are typical of their age, while others arrive with skills lower than this in the areas of writing and number. All make at least the progress expected of them and around half make more than expected progress in most areas. As a result, children leave the early years with standards that are a little above national averages.
- Pupils' good rate of progress continues overall in Key Stage 1. As a result, they now transfer to Key Stage 2 with skills above those expected nationally.
- The school's robust performance information shows that in Key Stage 2 the number of pupils achieving the levels expected for their age grew significantly each term over the past year. The majority of pupils in Key Stage 2, and in other year groups in the school, are now making at least expected progress. The number of pupils making more than expected progress has increased substantially, and is now around one in three pupils. Leaders have set ambitious targets for the end of this school year to ensure that this improvement continues.
- Pupils are also deepening their understanding and increasing their skills in subjects other than English and mathematics. For example, in history pupils showed a good understanding of the reasons for the Apollo 13 mission, and in religious education pupils demonstrated confidence in reflecting on the experiences of others.
- The school's assessment information, together with work in pupils' books, confirms that the achievement of disadvantaged pupils is rising considerably. Gaps between the progress of these pupils and others in school and nationally are narrowing in many, though not all, year groups. Leaders know that they need to ensure that any pupils still making insufficient progress catch up rapidly.
- Pupils' work seen by inspectors in all year groups confirms that greater progress is occurring across the school. Pupils are now able to write for a range of genres and at greater length. Teachers are aware that, though pupils are developing the skills to become fluent at reading, progress in mathematics remains inconsistent.

- Those pupils who attend the school's two specialist provisions achieve their potential because their learning and pastoral needs are well provided for. Staff ensure that they make the progress that they can. In one lesson seen by inspectors, pupils were very excited and were developing a visible confidence in their learning, with one pupil happily telling classmates, 'I totally get it on maths!'
- Staff identify quickly the needs of those pupils who are disabled or who have special educational needs and adapt their teaching for them. Not all these pupils are yet making consistent progress, but this is improving because the school's new system of targets is helping staff to plan more suitably challenging work.
- The progress of pupils who speak English as an additional language is now good, with pupils given appropriate support and work that helps them achieve well.

## Early years provision

**is good**

- The Early Years Leader ensures that the provision in the early years is of high quality. She meets with her staff at the start of each day to discuss what children have already learned before planning the next activities with them. As a result, she has created an effective team where expectations are high and a common approach is used. Staff use children's ideas within the lessons to excite them and make them want to find out more. Teachers in the early years have shared their successful approach with colleagues in other year groups in the school, which has improved their teaching.
- Well-organised routines ensure that children quickly settle in and feel safe. They behave well, sitting quietly while staff take the register, listening to adults and following instructions correctly. They cooperate and learn well together.
- Good learning begins from the moment children arrive, with activities that engage them, such as 'Funky Fingers' to help develop their fine motor skills. Good daily teaching of phonics (letters and the sounds they make) means that children learn the skills of reading effectively. Other teaching is consistently good.
- Staff give high priority to those children who are disadvantaged and those children whose skills are lower than those found typically in children of the same age. Staff give both groups high-quality intervention and support. As a result, these children make good progress. Staff also quickly identify the most-able children and give them work that challenges them and develops their skills quickly.
- The 'open door policy' for parents means that parents are warmly welcomed in school and feel included in the education of their children. Good relationships mean that staff quickly address any concerns.
- Good-quality teaching in the early years means that most pupils are prepared well for Year 1. Teachers share useful information about the children so that those who need it get further support when they leave the early years.
- Staff have not developed links with pre-schools as much as they could. As a result, staff do not receive detailed information about the skills, knowledge and abilities of those children who are starting school. This means that Reception staff need time to gather more first-hand information about what children can do when they arrive.
- The outdoor area is not as well prepared or structured as the classroom and on occasions is limited to mainly play-focused activities. As a result, children do not always get enough opportunity there to develop their key skills.

## School details

<b>Unique reference number</b>	120181
<b>Local authority</b>	Rutland
<b>Inspection number</b>	10005476

This inspection was carried out under section 8 of the Education Act 2005. The inspection was also deemed a section 5 inspection under the same Act.

<b>Type of school</b>	Primary
<b>School category</b>	Voluntary Controlled
<b>Age range of pupils</b>	4–11
<b>Gender of pupils</b>	Mixed
<b>Number of pupils on the school roll</b>	308
<b>Appropriate authority</b>	The governing body
<b>Chair</b>	Nick Cooper
<b>Headteacher/Principal/Teacher in charge</b>	Stephen Cox
<b>Telephone number</b>	01572 722404
<b>Website</b>	<a href="http://www.oakham-primary.rutland.sch.uk">www.oakham-primary.rutland.sch.uk</a>
<b>Email address</b>	<a href="mailto:office@oakham-primary.rutland.sch.uk">office@oakham-primary.rutland.sch.uk</a>
<b>Date of previous inspection</b>	9–10 November 2011

## Information about this school

- This is a larger than average-sized primary school.
- The proportion of pupils supported through the pupil premium funding is slightly higher than average. The pupil premium is additional funding for those pupils who are known to be eligible for free school meals, who are from service families or who are looked after by the local authority.
- The proportion of pupils from minority ethnic backgrounds is well below average.
- The proportion of disabled pupils and those who have special educational needs is slightly below average overall. However, the school has two specialist provisions on site, one for pupils on the autistic spectrum and the other for those with moderate learning difficulties. The former currently has nine pupils and the latter has 10.
- In 2014, the school did not meet the current government floor standards, which set the minimum requirements for pupils' attainment and progress in reading, writing and mathematics by the end of Year 6.



## Information about this inspection

- Inspectors observed each class in the school, and some on more than one occasion. In total, they visited 16 lessons, or parts of lessons. Inspectors also checked pupils' behaviour at break times, lunchtimes and as they moved about the school during the day.
- Inspectors held meetings with senior and middle leaders in the school, including the special educational needs coordinator, the leader of the early years, and subject leaders for English. Inspectors also met with members of the school's governing body, a representative of the local authority and a representative of Peterborough Diocese.
- Inspectors discussed pupils' work with them in lessons, heard pupils read and met more formally with them in groups to discuss particular aspects of their experiences at the school.
- Inspectors looked at a range of school documentation, including the school's improvement plan, the school's data for tracking pupils' attainment and progress, the headteacher's reports to the governing body, minutes of meetings of the governing body and the school's self-evaluation document. They also looked at work in pupils' books, individual case studies showing the impact of the school's support for pupils whose circumstances make them vulnerable, including disabled pupils and those who have special educational needs, anonymised records of the performance management of staff and school documentation relating to safeguarding.
- Inspectors analysed the responses, including the comments made, from 93 parents and carers on Parent View (the Ofsted online questionnaire).

## Inspection team

Roary Pownall, lead inspector	Her Majesty's Inspector
Martin Finch	Her Majesty's Inspector
Vondra Mays	Ofsted Inspector
Phil Drabble	Ofsted Inspector

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## SCRUTINY PANEL

19 November 2015

## FOSTERING ANNUAL REPORT

### Report of the Director for People

Strategic Aim:	Creating a safer community for all		
Exempt Information	No		
Cabinet Member(s) Responsible:			
Contact Officer(s):	Steve Tanner, Head of Children's Safeguarding and Improvement (Interim)	01572 758493 stanner@rutland.gov.uk	
Ward Councillors			

### DECISION RECOMMENDATIONS

That the Panel:

1. Note the good performance of fostering service in meeting statutory timescales for the assessment, supervisory visiting, and review of in-house foster carers.
2. Note the recruitment priorities for the fostering service in relation to adolescents, children with challenging needs/behaviours, and the development of a range of placements to support care leavers to achieve a successful transition to independent adult hood. This may necessitate corporate support in relation to media, marketing, advertising, and general publicity and, cross working between people and places directorate in relation to social housing for care leavers, and the possibility to some "invest to save" funding to support a short term recruitment campaign.
3. Note the need to develop an overall sufficiency duty in relation to placements for looked after children, which details needs, demands, and commissioning priorities.

## 1 PURPOSE OF THE REPORT

- 1.1 This report relates to the Council strategic objective two: "protecting vulnerable communities". The local authority fostering service provides a family based care for children who are looked after by the Council as a corporate parent.
- 1.2 Approved and regulated foster care providers are required under statutory guidance (national minimum standards for fostering) to produce an annual report on its activities.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The local authority fostering service is responsible for the recruitment, assessment, support and training of all approved foster carers who foster for the local authority. This includes “connected persons” (family and friends) who foster children looked after by Rutland County Council. This annual report details activity of the service and describes how well it meets statutory regulation and guidance.
- 2.2 It shows that the authority has a relatively small number of foster carers which have remained relatively stable. Recruitment activity is low and there are challenges in relation to recruiting carers able to take adolescents and sibling groups. This is in line with national experience. Statutory timescales for the assessment and review of foster carers are largely met and there is a programme of training for carers according to their experience and skills.

### **3 ORGANISATIONAL IMPLICATIONS**

- 3.1 A successful in-house fostering service, able to meet the needs of all children in the care of Rutland County Council, is the best option for children and young people and is cheaper for the Council than other placement options such as independent fostering agencies or residential care. It is critical, therefore, that the fostering service is closely monitored and evaluated to ensure those able to respond to local placement demands and the changing needs of children in care.
- 3.2 There are no direct financial implications arising from the annual report. The fostering service, including fees and allowances, costs £1.1m per annum to run.
- 3.3 Some additional funding maybe necessary in due course to support the recruitment of foster carers for children who might otherwise be placed in more expensive placement options and for whom there is a shortage of placements for, notably adolescents, children with disabilities, and sibling groups.

### **4 BACKGROUND PAPERS**

- 4.1 Fostering National Minimum Standards:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/192705/NMS\\_Fostering\\_Services.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/192705/NMS_Fostering_Services.pdf)

### **5 APPENDICES**

- 5.1 Fostering Annual report 2014/15

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577. (18pt)



# **Rutland County Council**

## **Fostering Service**

**Annual Report**

**April 2014 – March 2015**

## 1. STAFFING

1.1 The team consists of two full-time, one part-time and one sessional staff who are all overseen by a Team Manager (see Appendix 1).

- **1 full-time, permanent Principal Supervising Social Worker (PSSW)** – the PSSW is responsible for the day-to-day management of the service, including the recruitment, training, and supervising of foster carers (carrying a restricted caseload); service developments and the supervision of other team members (see below).
- **1 full-time, permanent Supervising Social Worker** – responsible for the supervision and development of the fostering service, supervising foster carers, placement finding and completing small projects such as researching supported lodgings and 18+ sufficiency package and developing and delivering training.
- **1 part-time (3 days per week) Social Worker Family Support** – who is currently responsible for assessing and supervising all Connected People Carers. There have been one connected person's assessment completed this year and another temporary connected person's agreement, this is for grandparents who are currently subject to a Special Guardianship Assessment with regard to their two grandchildren.

This worker also undertakes assessments for permanency related to Connected People foster carers, Residence Orders and Special Guardianship Orders. This member of staff is responsible for raising the awareness of Private Fostering, ensuring that the Local Authority meets the requirements of the National Standards for all Private Fostering arrangements, and assessing and providing statutory visits to carers and children in placement.

- **1 sessional Social Worker** – who provides up to eight hours per week and can work more hours to meet the needs of the service. His role is to concentrate on the recruitment process to increase the current pool of available carers and placements. During initial visits to enquirers the SSW discusses with the applicants the need to foster carers for older children. Crucially he provides a speedy and efficient service at the point of enquiry, by visiting people in their homes. This ensures that people receive appropriate information on a one-to-one basis where they feel able to ask any questions that are specific to their circumstances. In addition this worker undertakes assessments of prospective foster carers on our behalf and supplements any training requirements for them.
- **1 full-time team assistant** – providing a wide range of administrative support including foster carer finance, budgetary support and general office duties.

The PSSW and Team Assistant are supervised by the Team Manager. The PSSW supervises the other staff members.

## 2. FOSTER CARERS

- 2.1 There are currently 15 mainstream foster carers: 7 Connected Persons (friends and family) carers.
- 2.2 Rutland has recruited 2 sets of mainstream carers and 2 sets of connected people/friends and family carers over the period April 2014 to March 2015. One set of connected people carers subsequently gained a Special Guardianship Order. This has met our stated objective of recruiting 2 mainstream carers in the period.
- 2.3 We have advertised throughout the year mainly using the local radio, the Internet and mail drops to public venues. During Fostering Fortnight we ran a campaign on the local radio which involved one of our foster carers talking about the positive impact fostering has had on their family and alongside this we also ran our own recruitment advertisement on radio this was targeted towards carers for the staying put service in Rutland. Our recruitment priority based on needs this year is for carers for adolescents and children with significant needs. The fostering team plan to focus their advertising campaign to reflect the need for foster carers for adolescents and children with significant needs.
- 2.4 We are intending to run a month long campaign on local radio before during and after fostering fortnight which takes place the first two weeks in June. Rutland are looking at their current advertising and looking to change this to reflect the need for foster carers for older children and children with complex needs. We have also placed an advert in the programme of the local theatrical group's production of Oliver Twist to highlight fostering to people who may not have considered fostering in the past.
- 2.5 The *Skills to Foster* training course in September 2014 was undertaken by 3 couples and one single carer. However one of the couples was considered unsuitable for further assessment. One couple was presented to panel in March 2015 and recommended for approval and one couple are currently at Stage Two of the assessment, and we hope to present this couple at panel in June 2015. The single carer has recently progressed to Stage Two. This has increased the number of available foster carers for children within the Rutland area who may need to be care for outside of their family home.
- 2.6 We utilise the skills and knowledge of an existing foster carer to co-deliver our Skills to Foster course. This carer gained a lot from the experience and the feedback from the attendees was very positive. This is as part of Rutland's improvement programme.
- 2.7 Further Skills to Foster Courses are arranged for 13<sup>th</sup>/14<sup>th</sup>/and 15<sup>th</sup> April 2015. We have 5 couples and two single carers committed to attending this course.. In recognition that there is a lack of foster carers for older children and children with complex needs a worker from the youth team will talk to the potential foster carers about his work with young people. Also during the

Skills to Foster programme the participants are reminded that the service's need lies with placements for older children and children with complex needs.

2.8 The Table below shows the level of Enquiry and Approval Rates

Table 1

<b>Recruitment (excluding Connected Persons)</b>	<b>April 2012/March 2013</b>	<b>April 2013/March 2014</b>	<b>April 2014/March 2015</b>
Enquiries	20	32	27
Applications	5	6	6
Assessments	2	3	5
Approvals	2	2	3
% Enquiry to Approval	10%	6.25%	11.11%

2.9 We have only had two de-registrations over the period 2014/15. This was for the following reasons

- Carers moved to live out of the area and there was no child in placement.
- 1 Connected person resigned following making of a SGO



### 3. FOSTERING PANEL

3.1 The Fostering Panel consists of a small group of suitably skilled and experienced people. Membership meets the requirements of the Fostering Regulations 2011 and consists of an Independent Chair, an Independent Panel Manager, the Manager of the Fostering Team and a pool of suitably experienced people; we also have access to a Medical Advisor and Legal Advice.

3.2 The Panel's functions are to:-

- consider new applications and recommend appropriate approval limits
- review the progress and terms of approval of new carers within a year subject to their fostering experience
- make recommendations regarding residence orders and allowances
- make recommendations regarding the approval of Independent Visitors for Looked After children
- consider complaints about foster carers
- consider de-registrations
- act in an advisory capacity for all aspects of fostering
- consider matching for permanency
- provide some quality assurance

3.3 The Panel makes a recommendation, which is then ratified by the Agency's Decision Maker. This role is currently undertaken by Rutland's Head of Service Safeguarding and Improvement.

3.4 The table below shows the level of activity of the Panel:

Table 2

<b>Rutland Fostering Panel</b>	<b>April 2012/March 2013</b>	<b>April 2013/March 2014</b>	<b>April 2014/March 2015</b>
Registrations	5	5	4
Reviews (initial)	5	6	2
Independent Visitor	0	0	0
De-registration	4	7	2
Permanency	3	0	0
Change of approval		2	3

#### **4. CONNECTED PEOPLE CARERS**

- 4.1 'Connected People' refers to foster carers who have been approved to care for specific children who are friends and relatives of the child.
- 4.2 In 2014/15 we have had 6 families approved in Rutland looking after 7 young people. We also had 1 couple who were approved and then gained a Special Guardianship Order for the child.
- 4.3 Connected Persons carers in Rutland are subject to the same assessment and approval process and receive the same training opportunities and support as mainstream carers. They receive the same fostering allowances and fostering fees as other Rutland carers and are expected to attend the same training. At this present time there are only a few connected carers that attend the support group. This is due to the distance; the majority of connected persons live away from Rutland and cannot get to the support group. The carers do attend the training offered by Rutland when they can.
- 4.4 There are currently 3 Child Arrangement Orders (formerly known as Residence Orders) open to the Fostering Service. These placements receive financial support. The financial support is reviewed every year. This figure will then be presented at legal review panel for ratification and agreement. The placements also have access to practical support if needed. The carers can contact the fostering worker who holds their case and discusses with them any difficulties they are having with the child/ren in their care.
- 4.5 There are 11 Special Guardianship Orders open with financial support packages. They have access to practical support if necessary and are also reviewed on an annual basis which includes a review of their financial circumstances by a Social Worker in the team. Work has been completed in the last year on a SGO package, and it is anticipated that with a strong support plan and financial support, where appropriate, more carers may come forward to be considered as SGO carers.

## 5. REFERRALS TO THE FOSTERING SERVICE

Table 3

	2012/2013	2013/2014	2014/2015
Connected People	3	6	2
SGOs	1	5	2
Private Fostering	1	0	0
Residence Orders no known as Child Arrangement Order	0	0	1
Family Group Meetings	5	15	8
Foster Care	12	12	6
Foster Care (Respite)	2	2	10
Foster Day Care	0	6	7
Residential (Respite)	2	4	0
Residential Long Term	2	1	0
Outreach Foster Care	0	13	2
Parent & Baby assessment centre	1	1	0
<b>Total *</b>	<b>29</b>	<b>61</b>	<b>38</b>

\* This denotes number of children referred to each service area.

There have been no mother and baby assessments in Rutland since September 2013. This placement was sought by Rutland and commissioned by them. A few of the foster carers within Rutland offer mother and baby assessment places and therefore should there be a need highlighted in a specific case these placements would be utilised wherever possible.

### 5.2 PRIVATE FOSTERING

At this present time there is one private fostering assessment being undertaken. Rutland has in the past undertaken leaflet drops in public places to raise the awareness of Private Fostering. There is also a plan to redistribute leaflets within the Education and Health Service as well as looking to place leaflets in libraries within the area.

There is an army base within the Rutland area and there is also a plan to leaflet drop at this base to raise awareness amongst the service families at the base.

## 6. LOOKED AFTER CHILDREN

Table 4 (below indicates the number of Looked After Children for whom the fostering team provide a service).

### 6.1 Rutland Placements

Table 4

	<b>April 2012/March 2013</b>	<b>April 2013/March 2014</b>	<b>April 2014/March 2015</b>
Foster Care	18	17	23
Friends & Family Care	10	9	8
Respite (Special Needs)	2	0	1
Respite (foster care)	0	0	0
<b>Total</b>	<b>30</b>	<b>26</b>	<b>32</b>

Although Rutland does not have designated respite carers, we have foster carers that also offer respite and overnight respite to other foster carers. Rutland's strength here is that the foster carers establish good relationships with each other and the children usually have respite with the same carers. This ensures that the children have continuity of care with recognised people.

### 6.2 Out-of-County Placements

Table 5

	<b>April 2012/March 2013</b>	<b>April 2013/March 2014</b>	<b>April 2014/March 2015</b>
Foster Care	4	5	5
Connected Persons		6	5
Residential	2	3	0
Residential (Respite)	4	0	0
Foster Care (Respite)	1	0	0
Hostel		4	0
<b>Total</b>	<b>11</b>	<b>18</b>	<b>10</b>

### 6.1 Unmet need

We were unable to accommodate two young people in 2014/15. Rutland's carers are currently approved for children 0-18 years of age, with carers specifying an age range that they feel they would like to care for. There are fewer foster carers whose preference is to take adolescents with specific needs. The two young people the service was unable to place were adolescents and had challenging behaviours and needs.

Rutland recognise that this is an area of challenge weakness and a specific advertising campaign to recruit foster carers for adolescents and children with complex needs is being developed.

Rutland used a combination of Independent Fostering Agency placements and Residential placements for the 2 young people who we couldn't find placements for.

## 7. TRAINING AND DEVELOPMENT

- 7.1 All prospective foster carers attend a 3 day course "The Skills to Foster" prior to approval. They have an opportunity to meet with existing foster carers and children with similar family circumstances as well as the mother of three children who have been Looked After by Rutland County Council. The carers who have attended the Skills to Foster training have found this part of the course very enlightening and value this. They feel they get a good insight in to working with the children's birth families and how it feels for a birth family to have a child placed in to foster care.

For the prospective foster carers it gave them a 'human' face to the families that they will be having contact with. A message given to the prospective foster carers during the Skills to Foster training, was that whatever happens to a child within their family they still love their family and they need to be 'allowed' to love their family and talk about their family. Prospective foster carers were encouraged to be 'non-judgemental' about what happens within these children's homes and to support the child/ren to talk openly about their experiences within their birth family.

- 7.2 There is an induction programme following approval and carers also undertake basic core training; this being Paediatric First Aid, Safeguarding, Record Keeping and Safer Caring. Individual training needs are considered separately. The fostering team are currently looking at their training schedules and looking in to training with regard to Child Sexual Exploitation, Internet safety etc. The team are aware of the need for this to be part of the core training for foster carers. Training on this important area is planned for June. There has been training on these issues for foster carers in the past.
- 7.3 Foster carers continue to have the opportunity to train with social workers and other disciplines where appropriate. There has recently been some training undertaken with regard to supervised contact that carers who attended found useful. This was undertaken by an independent social worker. Training opportunities for foster carers this year have included attachment training, identity and diversity and Winston's Wish training. Rutland County Council training department in conjunction with Leicestershire provides a list of training opportunities that are fed back to the foster carers via their supervising social worker. We recognise the importance of training for the workforce and foster carers and they are regularly provided with training opportunities open to them.
- 7.4 We have been able to access support from CAMHS specifically for foster carers. CAMHS workers travel to Rutland and provide a satellite clinic for foster carers. To enable them to discuss challenging behaviour, they are provided with strategies on behaviour managements. The carers access this service by SSW making a referral to the service. Only the foster carers attend this clinic not the child/ren. The purpose of this is to help the carers with strategies and management of the difficulties that are being displayed in the placements. Carers report that they find this service useful and it has helped them with managing and helping the children in their placements.

- 7.5 Some foster carers have been keen to develop further skills in outreach work which involves supervising contacts for children in care. A training day was provided in May 2014 and a further training day has been arranged for 23<sup>rd</sup> April 2015. Other outreach work such as family support work over weekends and bank holidays has supported parents to have their children at home and help manage the risks around this. In one case in particular a set of foster carers are working with a young child who has a care plan to return home to her mother. The carers have worked closely with the mother to offer her support with her daughter. They have stated they are also happy to continue to offer support once the child has gone home and will support within the community when needed. There has been excellent communication between the carers and the mother and a great use of a contact book being used at each contact session. The foster carers have also met with mother and child when contact takes place within the community. This has seen the carers build on their fostering skills and aided their ability to work with the families of children in care. Foster carers within Rutland also enable sibling groups to have contact wherever possible within their homes where there has had to be a sibling separation. Foster carers try to keep the contact as 'normal' as possible for the children so that contact is meaningful for all involved.
- 7.6 All foster carers are paid £15 a month to enable them to access the internet. We use electronic mail to communicate with some of the carers, including sending information (e.g. minutes of meetings and new referrals) where a secure site is available. Carers record information about the children they look after, either long hand or on their computer using a template. This information is checked on a monthly basis during supervision. This information is held on the foster carers file. SSWs bring to the SWs attention with regard to these recordings and where they are kept. In the past SSWs have not completed written reports for LAC reviews and have instead given verbal updates at the reviews. However, given that sometimes the children behaviours are discussed at the reviews in front of the children it has been agreed that from now on a written report will be requested from the SSWs for the carer and points within the written report can be discussed at the reviews. Foster children are encouraged to attend the child care council and the importance of this is discussed with the children and the foster carers are also encouraged to raise the importance of this to the children in their care. Foster carers are also expected to support the child in attending the councils if they wish to and this is something that carers are happy to do on the whole.
- 7.7 The majority of our carers have completed the fostering induction standards. The only exceptions are newly approved carers and it is anticipated that they will complete these standards within their first year of approval.

## **8. SUPPORT TO CARERS**

- 8.1 Carers are supervised at least monthly when children are in placement unless agreed otherwise. In some cases foster carers are having more regular visits than monthly due to the level of support needed due to challenging and/or difficult behaviour being displayed by the child. The level of these visits can change due to the changing needs of the child. Also some visits can have longer periods between them in stable long term placements where the need for support is less.
- 8.2 Support groups meet every other month at the council offices or at foster carers' homes or alternative venue. Support Groups during the day are usually well supported and attendance has also increased during evening sessions. It has been highlighted to them that they need to attend at least 3 support groups a year. The carers have been reminded that this addresses part of their competency framework and if they fail to attend at least 3 support groups this could have implications on the fee that is paid to the carers.
- 8.3 All carers are provided with membership of The Fostering Network and the Leicestershire Foster Care Association, both of which provide advice, information and support to carers including a Helpline both in office hours and outside of office hours.
- 8.4 Foster carers have a list of other carers' telephone numbers and use this to provide informal support to each other. The foster carers are now an established and cohesive group and they find mutual support invaluable. New foster carers are informed of the dates and venues for the support group. They can also be buddied up with established foster carer so that they feel supported when attending the groups for the first few sessions whilst they build relationships with other carers at the group.
- 8.5 As reported in paragraph 7.4, foster carers have access to the Child and Adolescent Mental Health Service (CAMHS) for Looked After Children through monthly satellite clinics held at RCC offices. Carers are given a time slot to attend supported by their SSW. Foster carers are given feedback sheets after they have attended the clinics. The feedback has been very positive about this new service. The Fostering service offers advice to carers for specific children when there are management problems and carers are able to access the 24 hour helpline. .
- 8.6 Foster Carers in Rutland also have access to out of hours support. How this is delivered is currently being reviewed.



## **9. DEVELOPMENTS TO THE FOSTERING SERVICE**

- 9.1 Section 22G of the Children Act 1989 requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty').
- 9.2 The local analysis of the number of children in care, trends over time, and the needs of Rutland's care population has identified the following priorities:
- Developing a range of placements to support care leavers into adulthood – in particular supportive lodgings and staying put placements.
  - Placements for adolescents
  - Carers for hard to place children such as children with disabilities, sibling groups and challenging behaviours
- 9.3 A Staying Put Scheme in Rutland has been developed and is open to all current foster carers including friends and family carers. It enables young people in a placement where a familiar/pre-existing relationship exists to continue in this placement from them being 18-21 years old. The local authority fund these placements and practically support them as required. This is generally used by children who have been in placement with a carer for long periods. We have over the last 12 months had 2 carers provide staying put opportunities for the young people they have looked after.
- 9.4 The Supported Lodgings Scheme is open for former LAC who do not want to remain in foster care post 16 and Southwark children who need support. The requirement is for low to medium support in independent living skills prior to young people moving out. However despite a robust advertising campaign we have not attracted any specific enquiries about joining / providing care.
- 9.5 The Fostering Service is also aware of the new changes and requirements in respect of remand fostering placements, should this be needed within Rutland we would work closely with Leicestershire County Council in respect of provision of placement.

## **10. COMPLAINTS**

- 10.1 There have been two complaints since the last report written. One from a carer who has a child under the auspices of the Special Guardianship Order, and one from foster carers who has recently had a child removed from their care.

Both of these complaints are still being investigated.

## **11. UNAUTHORISED ABSENCES FROM CARE**

- 11.1 There have been two young people who have been reported missing from care. This has occurred recently and they were reported missing by their carers. The young people are currently receiving support and advice in an effort to prevent this happening again.

## **12. SCHEDULE 8 NOTIFICATIONS**

- 12.1 There have been no notifications to Ofsted this year

## **13. OFSTED**

- 13.1 Rutland Children's Services were subject to an unannounced inspection in January 2013, using the new inspection regime. The outcome for this was an ADEQUATE grading.

## **15. SUMMARY OF KEY ISSUES**

- 15.1 There were 32 Looked After Children in 2012/13, 51 Looked After Children in 2013/14 and 42 Looked After Children in 2014/15. We have managed to place the majority of children within our own fostering service, although we have had to use Independent Fostering Agencies for some, particularly teenagers. During this period there has also been changes within the staff team with a new Team Manager being appointed in June 2013 who subsequently left in September 2014, an agency manager who was in place from September 2014 until January 2015. We now have another Interim Manager in place. The team is now fully staffed and is an established cohesive group.

- 15.3 We have continued to attract people's interest in fostering and are able to respond quickly due to the systems in place. We have been able to hold one Skills to Foster course in September 2014 and another one has taken place in April 2015. We feel we are attracting a high standard of applicants to these courses although we recognise that we are not assessing high numbers. We currently have just approved 1 mainstream foster carer with two others at stage 2 of the process and we have also approved 1 Connected Persons (Family and Friends) carers. We expect to exceed our stated target to recruit two sets of carers this year. However, Rutland are aware that is a need to approve foster carers for older young people rather than a need to recruit

more foster carers for younger children when we already have vacant foster placements.

15.4 We have had 2 de-registrations during this period 2014/15, one moved out of our area and one obtained a Special Guardianship Order.

15.5 The Fostering Service is operating under the National Minimum Standards 2011 and Regulations, some of the impact of these are outlined below:

- We are aware that the standards place a greater emphasis upon Connected Persons (Friends and Family) Carers and that they are eligible for the same type of services and support as mainstream carers. In Rutland we have always provided the same level of access to support and training. Rutland has noted a significant increase in Connected Persons assessments and recognises that these assessments are often very complex. There has also been an increase in the request for temporary approvals of Connected Persons which has also had an impact on work within the team.
- There is a greater duty of sufficiency for the Fostering Service in that we need to have a wide range and choice of foster carers in county to meet the needs of children and young people from Rutland. We now have 16+ sufficiency strategy and are actively recruiting for carers for supported lodgings and have a Staying Put scheme in place for existing carers. This has proved difficult in terms of generating interest and enquiries. We have had two separate months of advertising on Rutland Radio but have had no response to date.
- Panel membership has changed and is no longer so prescriptive in respect of its constitution. There have been no difficulties in respect of ensuring attendance at panel. Panel have recruited two new members this year.
- We support the view that foster carers are given more delegated responsibility and are able to make day to day decisions about children in their care. We have developed a delegated authority form and are in the process of rolling this out within the Social Care Teams.

15.6 We are aware of the budgetary constraints on services and understand the need to try to achieve more with less. We are going to have to be flexible in the way that we use our resources and continue to focus on outcomes for the children that we work with and work together with our partner agencies and colleagues to provide the best possible services. We recognise that we need to further develop our own group of foster carers in order that we can have

sufficient choice for the children and young people of Rutland. The People's Directorate in Rutland is currently undergoing a full review with the outcome not yet available. This will impact on recruitment of any new staff over the coming months and also means the budgets are being scrutinised much more closely to offer savings.

## **PRIORITIES FOR 2015/16**

- 1) To increase local placement choice in respect of mainstream foster care. To recruit foster carers specifically targeted to care for teenage looked after children. To recruit carers specifically for young people with complex and challenging needs. To recruit carers specifically able to meet the needs of disabled children, both respite and longer term placements.
- 2) To embed the Staying Put scheme within our current cohort of foster carers and looked after children.
- 3) The Supported Lodgings scheme has yet to be established and this is proving extremely challenging in the current climate. We would wish to provide Rutland young people with positive and realistic choices over accommodation in Rutland. The Local Authority is looking at using one of its own houses to provide accommodation and support to 16+ young people.
- 4) To ensure the Delegated Authority training and forms is embedded in the organisation and all carers are aware of their responsibilities and actions around this. Foster carers are also regularly reminded of this during their supervision sessions and their annual reviews.
- 5) To continue to deliver a robust training plan for the foster carers and fostering team this is available and easily accessible, and ensures continuous professional development.
- 6) To continue to work on a Foster Carer database that is able to run reports on training, support groups, vacancies and matching criteria to help aid the making of placements and provision of training needed for our carers.
- 7) To provide information on private fostering within the local community. Leaflets have already been distributed to local schools. Additionally we hope to attend the local army base to highlight the importance of making the local authority aware of any situations where private fostering may be taking place. We may also consider an infomercial on the local radio to highlight this issue.

.....  
**Tracey Masi**  
**Interim Team Manager**

.....  
**Linda Duff**  
**Principal Supervising Social Worker**

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## SCRUTINY PANEL

19 November 2015

### INDEPENDENT REVIEWING OFFICERS ANNUAL REPORT

#### Report of the Director for People

Strategic Aim:	Creating a safer community for all	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster, Portfolio Holder for Safeguarding Children and Young People	
Contact Officer(s):	Steve Tanner, Head of Children's Safeguarding and Improvement (Interim)	01572 758493 stanner@rutland.gov.uk
Ward Councillors		

#### DECISION RECOMMENDATIONS

That the Panel:

1. Note the performance of the service in ensuring all LAC reviews have been carried out in line with statutory timescales in 100% of cases and the positive feedback received from customers about the quality of the service provided by the IRO service.
2. Note the recommendations contained within the report and the action being undertaken in response to these recommendations by People Services, as detailed in appendix 1.
3. Note the introduction of 6 yearly meetings between the DCS and IRO manager and the incorporation of the reports' recommendations into the children's services improvement plan which is monitoring by the Service Improvement Board (SIB)
4. Note that the availability of CAMH's provision is being addressed through the Corporate Parenting Board with health colleagues and on the regional commissioning/transformation board "Better Care Together" of which the DCS for Rutland is a member.

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

- 1.1 To present the annual report of the independent reviewing officer (IRO) into the quality of care provided to children looked after by the Council (children in care).

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

- 2.1 This report relates to the Council strategic objective two: "protecting vulnerable communities" and also to the Council's role as corporate parent for looked after children.

- 2.2 The Council is required to provide a reviewing service to oversee and review the work of the Council in promoting and delivering care plans for individual looked after children (children in care for whom the Council is corporate parent). This must be independent of the operational line management of the social work teams responsible for looked after children's cases. The IRO is also responsible for monitoring the performance of the Local Authority's functions in respect of each review. If appropriate and if there is an unmet need for a Looked After Child, the IRO can refer the child to the Children and Family Court Advisory Service (CAFCASS) who may consider legal actions on behalf of the child against the Local Authority.
- 2.3 The Annual Report for the Independent Review Service is a statutory requirement, with guidance stating that managers of the Independent Review Service should provide an annual report for scrutiny within the Council.

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

- 3.1 Overall, whilst there are some areas where further improvement is needed such as in relation to health, the report shows that looked after children in Rutland are well cared for and appropriately placed, have placement stability, are making progress, and that the Council is discharging its corporate parenting responsibilities well in conjunction with its partners. It shows good engagement in the care planning process which is undertaken in a timely fashion with good involvement from children and young people, their families, as well as foster carers and partner agencies.
- 3.2 The areas for improvement for the organisation are detailed in an appendix and have been incorporated into the service improvement plan.

### **4 BACKGROUND PAPERS**

IRO Handbook:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/337568/iro\\_statutory\\_guidance\\_iros\\_and\\_las\\_march\\_2010\\_tagged.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/337568/iro_statutory_guidance_iros_and_las_march_2010_tagged.pdf)

### **5 APPENDICES**

- App 1 - IRO annual report
- App 2 - Local Authority response to IRO annual report

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577. (18pt)



**LOCAL AUTHORITY RESPONSE TO IRO ANNUAL REPORT 2014/15**  
**RECOMMENDATIONS TO ORGANISATION**

**1. The timescale for the availability of social work reports still needs to be improved. Social work reports should be available 3 days before initial reviews and 5 days before review meetings.**

*Response: This is being tracked and monitored through individual cases and a quarterly IRO monitoring report to Senior Managers. IT systems (the implementation of ICS) are being improved which will support social workers in improving the timeliness of reports. Management arrangements have been changed and there will be greater management oversight and forward planning to support the improved timeliness of report production.*

**2. More foster placements are secured locally for teenagers requiring placements.**

*Response: Work is taking place to develop and improve the range and quality of teenage placements. As reported in the fostering annual report this will be strengthened as part of our sufficiency work and will require corporate support with regard to media, advertising, and publicity.*

**3. Children who no longer need to be subject to a placement order should have those orders revoked as agreed in their care plans and review meetings.**

*Response: All children subject to placement orders have been returned to court and have had/or are having their placement order revoked.*

**4. To meet full regulatory compliance, care plans should be circulated within 10 working days of the review meeting**

*Response: This will be tracked and monitored through individual cases and a quarterly IRO monitoring report to Senior Managers. IT systems (the implementation of ICS) are being improved which will support social workers in improving the timeliness of reports. Management arrangements have been changed and there will be greater management oversight and forward planning to support the improved timeliness of report production*

**5. Some administrative errors have resulted in adoption applications being held up following their lodging with court. This is an area for improvement for both the operational and adoption services.**

*Response: This will be reviewed as part of the implementation of the new ICS system. A more detailed analysis of the problems and how and where errors have occurred will be undertaken.*

**6. A Looked after Children Strategy should incorporate core policies in respect of Special Guardianship, Connected Persons and the recently issued statutory guidance in respect of Permanence, Long term Foster placement s**

**and ceasing to be looked after. This would improve the clarity in respect of children and young people's entitlements when they come into/leave care.**

*Response: A looked after children' strategy will be developed as part of the work of the Corporate Parenting Board.*

**Independent Review Service  
For Looked After Children  
ANNUAL REPORT 2014- 2015**



**Rutland**  
County Council

**Report Author:** Janet Marriott  
Safeguarding Quality Assurance Manager  
May 2015

# Contents

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## **STATUS OF THE REPORT**

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The Annual Report for the Independent Review Service is a requirement under the Care Planning, Placement and Case Review (England) Regulations 2010. The Independent Review Service Handbook (statutory guidance) states that Managers of the Independent Review Service should provide an Annual Report for the scrutiny of the Corporate Parenting Board.

This report is structured in accordance with the headings prescribed in the guidance issued as part of the Independent Review Officers Handbook. The Independent Review Officers Handbook provides supplementary guidance for use by Independent Review Services in relation to the Care Planning Placement and Case Review Regulations 2010.

The report highlights areas of good practice in addition to areas that need further improvement to ensure the needs of Looked After Children are met both in the short term day to day care and long term aspirations to prepare children for success in adulthood.

It is also a review of the trends and emerging themes from the reviews of Looked After Children providing information that may contribute to the strategic plans of the Local Authority in fulfilling its corporate parenting duties.

## **1. PURPOSE OF SERVICE AND LEGAL CONTEXT**

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The appointment of an Independent Reviewing Officer (IRO) is a legal requirement under S118 of the Adoption and Children Act 2001. The 2004 Regulations require all Local Authorities to appoint an IRO to participate in statutory meetings to review the Care Plan of each Looked After Child. The IRO is also responsible for monitoring the performance of the Local Authority's functions in respect of each review. If appropriate and if there is an unmet need for a Looked After Child, the IRO can refer the child to the Children and Family Court Advisory and Support Service (CAFCASS) who may consider legal actions on behalf of the child against the Local Authority.

## **2. RESPONSES TO RECOMMENDATIONS MADE IN THE ANNUAL REPORT 2013-2014**

### **2.1. Recommendations for the IRO Service 2014-2015**

- 2.1.1 Embed the quality assurance process with the social worker, team manager and Head of Service in accordance with the agreed Quality Assurance Framework 2014 - 2015.

*Response: This is still an area requiring improvement. Disruption to management team, coupled with the absence of any Governance agreements has prevented any method of communication being established in order to provide regular quality assurance information that is embedded.*

- 2.1.2 Develop further good relationships with CAFCASS by reviewing working practice in accordance with the national protocol.

*Response: There is a good operational relationship between the IRO and Guardian ad Litem in care proceedings.*

- 2.1.3 Ensure that the IRO service makes things happen for Looked After Children by continuing to monitor the progress of decisions about children and young people's plans in between review meetings.

*IRO's have asked for updates on care planning tasks in between reviews. This should ensure the result of increased responsiveness to children and young people feeling that things are being changed. This response will continue into 2015-2016.*

## **2.2 Recommendations for the Organisation 2014-2015:**

2.2.1 The timescale for the availability of social work reports still needs to be improved.

Response: This remains an area for improvement. A rise in care proceedings and number of children looked after and children subject to child protection plans has placed additional demand on the service.

2.2.2 More foster placements are secured locally for teenagers requiring placements.

Response; Fostering team are actively seeking to recruit carers for teenagers.

2.2.3 Further consideration is given to ensure there is provision to accommodate sibling groups.

Response: There are two families registered who can now take a sibling group of three.

2.2.4 Children who no longer need to be subject to a placement order should have those orders revoked as agreed in their care plans and review meetings.

Response: We now have legal panels and will monitor progress in respect of these children.

2.2.5 Strategic discussions are held with CAMHS to ensure that CAMHS services meet the needs of Rutland children. In particular,

(i) Further developments are made to ensure there is a menu of specialist services available to help children in a more timely way when they don't meet the criteria for CAMHS.

(ii) Strategic discussions are held with CAMHS to ensure that CAMHS services meet the needs of Rutland children.

(iii) Consideration is given to help children make successful transitions between CAMHS services or newly needing CAMHS services when placed out of county

Response: CAMH's services are commissioned regionally and further work is being undertaken to understand the needs of LAC and care leavers across Rutland and Leicestershire. This needs analysis will be used to help re-commission services to better meet the needs of this group of children and young people.

(iv) Health Assessment outcomes are referred to in social workers' reports for reviews and any suggested changes to meet children's needs are given attention and care plans updated accordingly.

Response: Work is ongoing in this area to improve and track the timeliness of health assessments and ensuring that they are included in proposed revisions to children's care plans at their review meetings.

## **2.3 Recommendations for the Organisation 2015-2016**

2.3.1 The timescale for the availability of social work reports still needs to be improved. Social work reports should be available 3 days before initial reviews and 5 days before review meetings.

2.3.2 More foster placements are secured locally for teenagers requiring placements.

2.3.4 Children who no longer need to be subject to a placement order should have those orders revoked as agreed in their care plans and review meetings.



- 2.3.5 To meet full regulatory compliance, care plans should be circulated within 10 working days of the review meeting
- 2.3.6 Some administrative errors have resulted in adoption applications being held up following their lodging with court. This is an area for improvement for both the operational and adoption services.
- 2.3.7 A Looked after Children Strategy should incorporate core policies in respect of Special Guardianship, Connected Persons and the recently issued statutory guidance in respect of Permanence, Long term Foster placements and ceasing to be looked after. This would improve the clarity in respect of children and young people's entitlements when they come into/leave care.

## **2.4 Recommendations for the IRO Service 2015-2016**

- 2.4.1 Continue to monitor care plans in between reviews in proportion to need.
- 2.4.1 Provide monthly performance reports to the authority's management group about the quality of the service for looked after children and the conduct of the IRO service.

### **3. QUANTITATIVE INFORMATION ABOUT THE IRO SERVICE**

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**3.1** At the end of March 2015 there were 34 Looked after Children. This is the same number compared to the end of March 2014.

#### **3.2 Staffing**

**3.2.1** The Authority employs one full time member of staff who is the Child Protection Conference Chair and Independent Review Officer Service. The officer also has a quality assurance function. In addition, there is a full time safeguarding administrator who looks after the convening and organisational aspects of the service. The administrator left the service in December 2014. A new administrator was appointed on 30<sup>th</sup> March 2015. This has presented some challenges to the delivery of the service. This has placed pressure on the total delivery of the service including the Quality Assurance function.

**3.2.2** In order to provide a contingency and flexible response the service also employs some independent workers. The service has continued to provide a service to children and young people this year as before. This means that the same worker has continued as the Independent Review Officer (IRO) for those children who have needed further safeguarding when a child protection plan has not been sufficient. The full time employee and independent workers are of white British origin and female. This ethnicity generally reflects that of the population of Looked After Children in Rutland.

**3.2.3** 29 Looked After Children are supported by the full time employee and the remaining 5 children are supported by the independent employee.

### **3.3 Newly Accommodated Children**

**3.3.1** 14 Children have been newly accommodated since April 2014. This compares to 13 in 2013-2014. 6 young people were accommodated under S20 of the 1989 Children Act this year: 1 unaccompanied asylum seeking young person this year (compared to 4 last). 2 disabled young people, 1 young person was accommodated following an assessment meeting the Southwark judgement (homeless and at risk), 1 due to family unable to provide accommodation through ill health and 1 from a former care leaver requesting a return to care after a period of independence. The authority has applied appropriate threshold decisions in agreeing these placements. The 8 remaining children have been made subject of care proceedings.

**3.3.2** At the end of the year, of the 14 newly accommodated children, 4 have subsequently ceased to be accommodated because they have either been made subject of a Special Guardianship Order (1 child), left the service to return home (1 child), or left care as older young people to become care leavers (2 young people). Of the remaining 10 children, 3 have been made subject to care and placement orders and 2 placed with adoptive carers. The third child has a match family identified. 4 more are subject to interim care orders and waiting for a conclusion to the proceedings at court. 3 are the young people accommodated under S20. They all have plans to return home, or stay in care.

### **3.4 Children Previously in Care**

**3.4.1** Of the wider cohort of Looked After Children not newly accommodated in the year: 7 children are waiting for their adoption hearings to be heard. 17 children are all permanently placed with their carers. Of the 17, 15 children remain subject to Care Orders. 2 are looked after under S20 1989 Children Act. 1 child's carers are being assessed following notification to the authority of their intention to apply for a Special Guardianship Order.

**3.4.2** There are significant strengths in the Local Authority's arrangements to assess and plan early for young people leaving care and this is further evidenced in the outcomes that they have achieved this year. 6 Young people left care to live independently this year. 5 were all at college/training or in work.

**3.4.3** The accommodation secured for all care leavers has been of a consistently good standard. Some stayed in supported lodgings provided when first accommodated. One young person stayed with his carers under the Staying Put Scheme.

### **3.5 Applications for Care Proceedings**

**3.5.1** There have been 7 applications made to safeguard children through care proceedings this year, compared to 11 last year. 1 application related to 1 sibling group of three the rest were for individual children. 4 children, which includes the sibling group whose applications were made later in the year are yet to have their plans resolved in Court. The other 3 applications have been resolved by the granting of Special Guardianship Orders for 1 child; and care orders with placement orders for 3 children. 2 of the latter group are placed with adoptive families and 1 child is presently waiting.

#### **3.5.2 Public Law Outline**

**3.5.3** There is a continued trend to ensure timely resolution in care proceedings. All of the completed proceedings have concluded within 26 weeks. There are two sets of proceedings waiting to be finalised. One is delayed (due to the late availability of a specialist assessment), the other is on track for an Issues Resolution Hearing. There is a good relationship between CAFCASS and the Independent Review Service. Liaison takes place around reviews and key decision points to ensure that the IRO and CAFCASS officers hand important care planning matters over prior to and once proceedings are concluded. Guardians have attend children's review meetings, if not they have received reports of those meetings.

**3.5.4** Active planning has taken place during proceedings to ensure children will have the best chance to find their new families when adoption is agreed as the best option. The three children who were made subject of a placement order this year were placed with their new families or will be under 8 weeks of the order or very soon after.

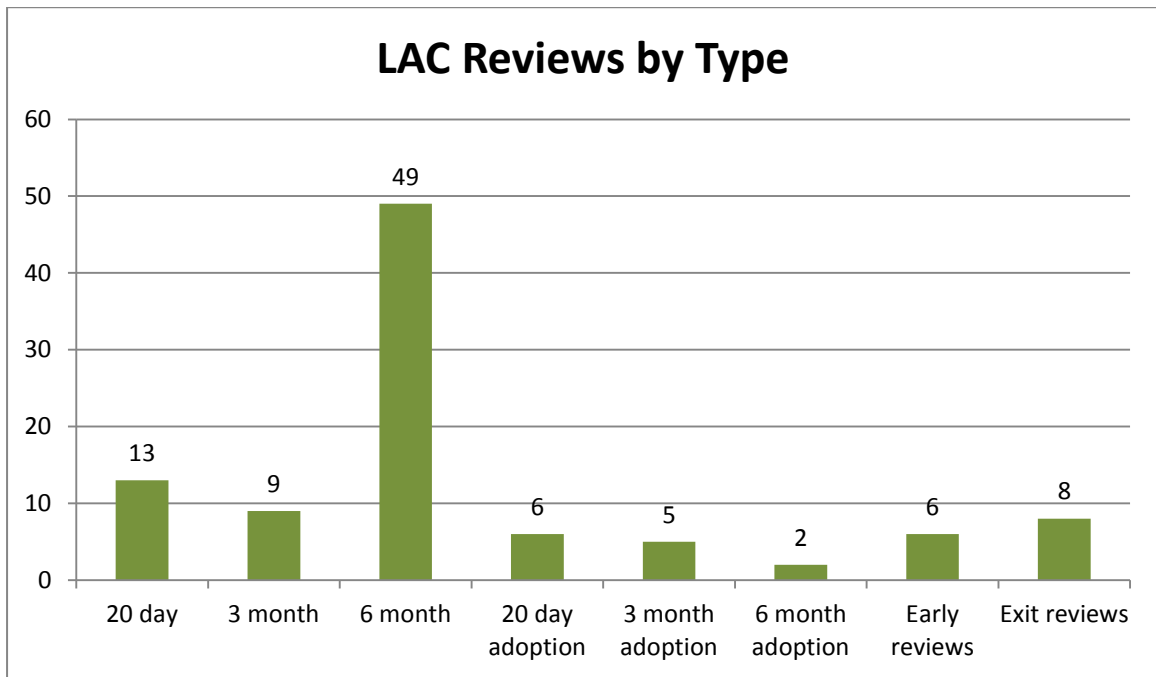
### **3.6 Performance**

**3.6.1** Table one illustrates the performance of the service since 1<sup>st</sup> April 2014. 99 (compared to 102 in 2013/14) reviews have been convened. 100% of these have been within timescales.

**Table 1:** LAC Reviews April 2014 – March 2015

Number of reviews			
Boys		Girls	
43	40%	56	60%

**3.6.2** Review meetings happen 20 days after a child has come into care and then every 3 and 6 months. Some children therefore have more than one review in a year. Early reviews will be requested by the IRO when there is a particular concern about the progress of a care plan this has happened in one adoption case and one child whose placement disrupted this year.



**Figure 1:** LAC Reviews by Type

## **4. QUALITATIVE INFORMATION ABOUT THE IRO SERVICE**

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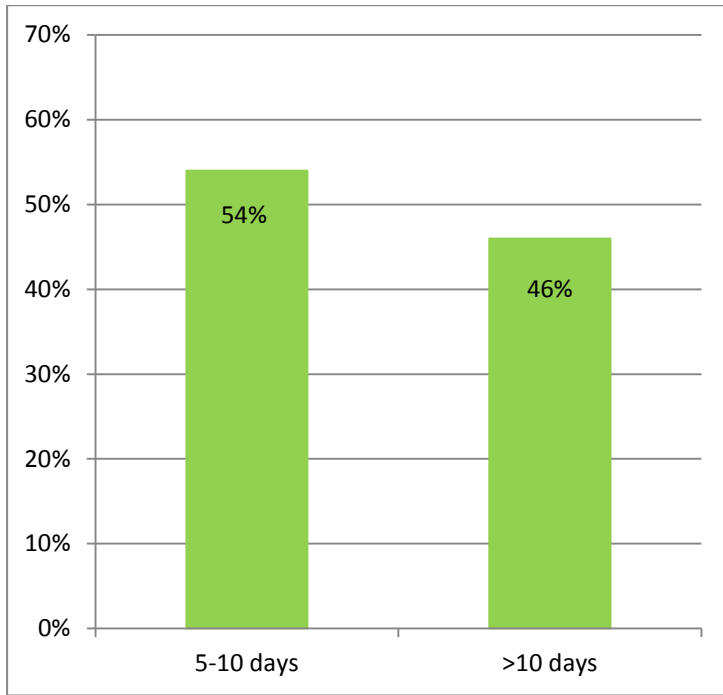
### **4.1 Involving Agencies and Carers in Review Meetings**

**4.1.1** Feedback has been sought from a range of agencies and Local Authority staff as well as foster parents in relation to how well they feel prepared and involved in review meetings and how speedily the decisions and reports are returned to them following the meetings.

**4.1.2** The majority of carers and other professionals told us that:

- i.** They attended meetings
- ii.** The purpose of the meeting was clearly explained
- iii.** They had received a copy of the IRO's last report
- iv.** They had received an invitation to the review meeting in a timely way
- v.** They had received and completed the carer's consultation booklet (or in the case of others found the meeting familiar and thus were able to make a contribution without the prompt booklet).
- vi.** They were able to give their views in review meetings
- vii.** They were listened to
- viii.** They were treated with respect
- ix.** They were able to ask questions
- x.** They understood the decisions made at reviews.

**4.1.3** There are regulatory requirements that ensure that review invitations, decisions of reviews and the chairs report are distributed in good time. Figures 2-4 illustrate the extent to which these requirements have been met.



**Figure 2: Distribution of Invitations**

Target (working days)

Local: 10

Regulatory: 10

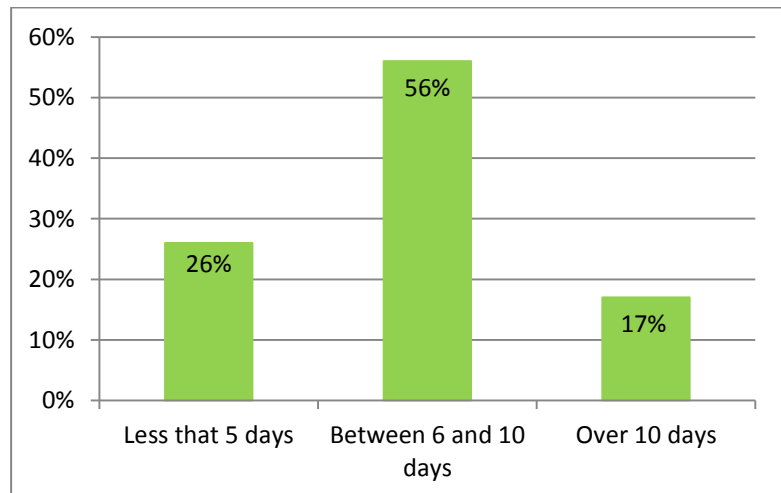
**Figure 3:**

Distribution of Chair's Report

Target (working days)

Local: 7

Regulatory: 20



## 4.2 Children's Participation in Reviews

### 4.2.1 The ages of the children currently looked after at the end of March 2015:

Children under 5	13
Children under 8	4
Children under 11	3
Children under 16	8
Young people under 18	6

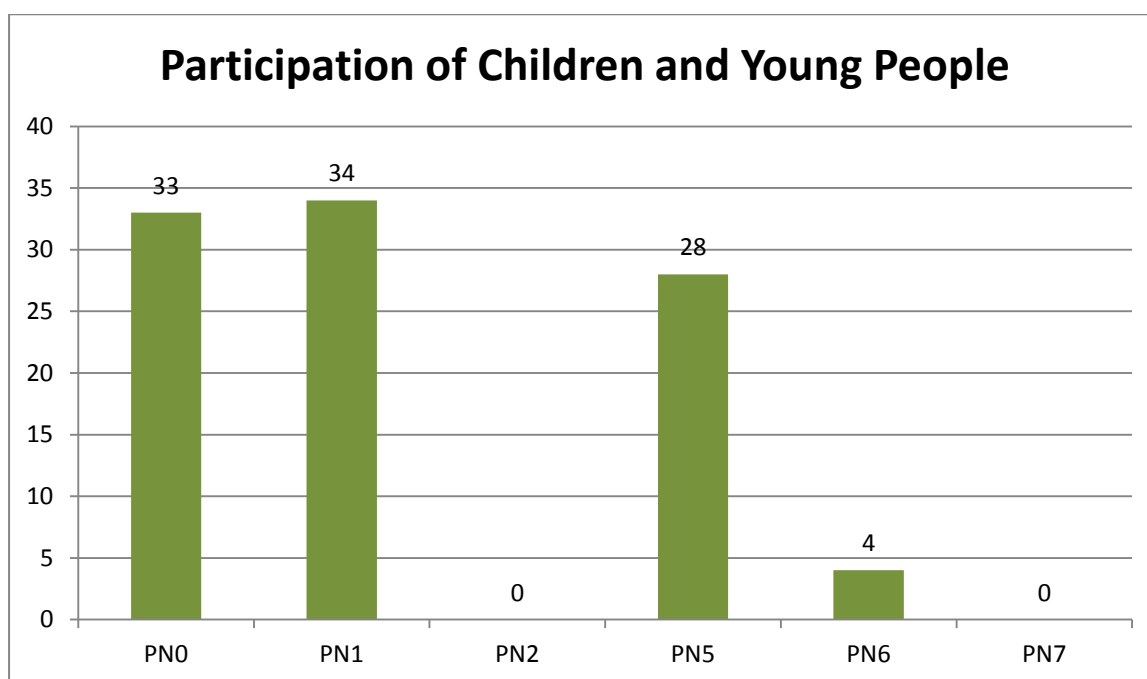


**4.2.2** Of these, 33 are white British and 1 are other ethnic backgrounds. One of the children is disabled.

**4.2.3** Every newly accommodated young person has been allocated an IRO. The service sends a personal/photographic letter to any child over the age of 8 naming their IRO and the safeguarding administrator.

**4.2.4** The IRO writes or sends a copy of the review to all children under the age of 16 with details about the review discussion as a reminder of the decisions agreed. In some instances the IRO has also written to young people over the age of 16 if it is felt that the report may be more difficult to understand. Table 2 illustrates how children and young people have been involved in their meetings.

**Table 2:** Participation of Children and Young People



PN0	Child aged under 4 at time of the review	33
PN1	Physically attends and speaks for his or her self	34
PN2	Physically attends and an advocate speak on his or her behalf	0
PN5	Child does not attend but briefs an advocate to speak for his or her self	28
PN6	Child does not attend but conveys his/her feelings by a facilitative medium	4
PN7	Child does not attend, nor are his or her views conveyed to the review	0
		<hr/> 99

**4.2.5** Children and young people nearly always come to their review meetings or we hold a series of meetings to accommodate their ideas about how they would like to be involved. One young person has used an advocate this year in order to feel their wishes and views following their placement disruption.

The social worker responsible for the child's case reaches an agreement in consultation with the child or young person in relation to who they would like to invite and how and where they would like their review meetings to happen. A variety of approaches are used, sometimes children under the age 5 the IRO arranges home visits to observe the children in familiar environments or in the case of babies they have attended their review meetings with their carer. Children between the age of 5 and 9 have sometimes preferred to see the IRO in their placement. This has also applied to some older young people who have met the IRO in café's or home rather than attend the meeting part.

Most children and young people complete the consultation booklets designed to help them have their say in review meetings. The service also works with the social work team to ensure there is adequate planning to include parents. Some reviews are run as a series of meetings so that the IRO meets with parents separately should they not feel able to attend a meeting.

Children and Young People have told us that they value the IRO because:

1. "She has been through a lot with me we have had our ups and downs but she has helped me get to where I am now".
2. "She helped me get contact with my siblings".
3. "I have my say at review meetings. My IRO helps me to get my points and feelings across during the meetings. I also get along with her very well which helps".
4. "I am asked where I would like my review to be held".
5. "I think that people listen to me in review meetings".

6. "I get a letter or report from my IRO after the meeting".
7. One young person said that they hadn't seen a copy of their care plan.

**4.2.6** The IRO ensures that Guardians are invited to reviews. The IRO makes introductions to the Guardian appointed to the proceedings to represent the child and maintains contact until the end of the process. Review records are sent to the Guardian throughout. The revised National protocol in relation to ensuring the two services work effectively together to help Looked After Children has been signed by the authority.

**4.2.7** OFSTED published a report called 'Independent Reviewing Officers: Taking up the Challenge' (Ofsted June 2013). Of the findings contained in the report of the 10 Local Authorities who had been subject to this focused inspection into their IRO service, one of the challenge areas identified was the requirement of the IRO to monitor the child's plan in between review meetings. IROs have adopted a practise of writing to social workers in between review meetings and ask about the progress of some of the more salient decisions made at reviews. This is proving effective and instils a further focus to ensure tasks agreed in reviews and care plans work for children and young people.

## 5. CONDUCT OF THE ORGANISATION IN RELATION TO THE REVIEW

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- 5.1 The social work team has continued to be relatively stable this year with established workers who provide continuity for the child and carers. This means that children, young people and their families are able to develop a good working relationship based on a level of trust and common understanding of their needs.
- 5.2 There has been a good response from the Authority in relation to working with the service proactively to ensure positive and timely reviews for children, young people and their families. 100% of reviews are held within timescale. An area for improvement lies in ensuring that social work reports are available 3 days before initial reviews and 5 days before review meetings. Review reports are mostly provided on the day before the meeting.
- 5.3 Care plans are always available and have been revised in between review meetings so they are used openly in review meetings to revise plans according to the child's needs. To meet full regulatory compliance they should be circulated within 10 working days of the review meeting
- 5.4 Pathway plans have been available in all cases for the review after the child's 16<sup>th</sup> birthday and within three months of them reaching their 16<sup>th</sup> birthday. Young people who have arrived in care later than their 16<sup>th</sup> birthday have also been assessed for Pathway plans read for their final reviews. The leaving care adviser is introduced to young people once the Pathway plan has been completed and takes a pro-active role at the right stage if the young person is planning to leave care. This includes providing advice about entitlements post care.
- 5.5 Carers always attend and often host review meetings for children. Agency attendance is good. This is also the case when children are placed out of county. Social workers have made good use of school and health staff in different local authority areas to ensure that the child is seen by relevant

professionals. Reviews about children under the age of 5 often include a health visitor who has often known the child since birth, will have supported the child protection plan and is familiar with the needs of the child and family. The reviews of pre-school children will include the nursery officers, the inclusion team if needed and the health visitor. When children are placed out of county school staff have been included in looked after reviews. Locally, termly PEP meetings are held and the records made available for the IRO in between review meetings. This has meant that school staff are not always attending LAC reviews but generally have been willing to do so if the young person has preferred or it has been deemed useful for accuracy of holistic planning for a child.

## **6. CONDUCT OF THE ORGANISATION IN RELATION TO THE CASE**

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- 6.1 Notwithstanding the above, the IRO service has raised some alerts in relation to concerns about practice in relation to the service provided to Looked after Children this year. The dispute resolution policy is used for cases where there is on-going concern about an issue which needs to be escalated. The dispute resolution process is an agreed procedure where cases are raised firstly with Team Managers and then if not satisfactorily resolved to the Head of Service and then the Assistant Director. Responses are required within 5 working days to prevent any further delay. At any stage during the dispute resolution process the IRO has the authority to refer cases to CAFCASS if the IRO considers it appropriate to do so.
- 6.2 During the year there have been 3 recorded escalations. These remain unresolved and relate to the need to apply for the revocation of placement orders. There have been no cases referred to CAFCASS.
- 6.3 The long term team manager responds expediently to the decisions made at review meetings. In order to provide clearer evidence of the manager's view about the decisions reached at reviews a new Management Decision Record has been devised which provides and responds within given timescales to

review reports provided by the IRO. This is provided to the social worker so that decisions can be tracked between review meetings.

6.4 Care planning placement and review regulations require that a child should have a plan to achieve a permanent resolution to their needs; this plan should be available for their second review meeting four months after they come into care. The IRO is aware that resource discussions have been held with Heads of Service during the year in order to confirm permanency decisions. There is openness to challenge should the IRO be concerned about the suitability of decisions in relation to individual children. All Looked after Children have had a plan for permanency available for their second review.

6.5 Social work practice is developing to accommodate the need for children to have placements within their families when they can't live at home. Policy required to support this practice is currently missing. For example, Special Guardianship, Connected Persons. A Looked after Children Strategy would incorporate these core policies and processes and improve the clarity in respect of children and young people's entitlements when they come into care.

6.6 The placement of teenagers continues to present challenges. All teenagers requiring placements beyond initial emergency responses have been placed out of county. The Looked young people have not made any specific complaints about these arrangements but it complicates care planning and creates some delays as local services are secured for them.

6.7 Foster placements able to accommodate a sibling group are also short in supply. Prior to admission and shortly after, there are family group conference meetings convened to try and identify extended family or friends who can meet the child's need in order to avoid accommodation.

#### **6.8 Out of County placements**

22 of the 34 Looked After Children are placed out of county. Further analysis identifies the children are placed as follows:

- i. 3 other children and young people live with a RCC approved carer who lives just outside of the county boundaries, under 10 miles away. Rutland is a small authority.
- ii. 1 young person lives with an Independent Foster Carer (IFA). This is a long term placement.
- iii. 1 young person is living in supported lodgings.
- iv. 1 young person is living in a residential setting which meets her needs as a disabled young person.
- v. 9 Children live with family and friends. 6 of these are subject to full care orders and 3 are subject to interim care orders.
- vi. 7 Children are in placement waiting for a date for their adoption applications to be heard.

6.9 One Looked after Child was reported missing this year prior to and following placement disruption. The IRO was kept aware of these events and the plans being made to reduce their frequency. This is now resolved.

There were no new instances of Looked After Children being assessed as vulnerable to Sexual Exploitation this year.

6.10 The adoption team is involved early and near to the review decision to support adoption as the preferred plan for the child. Good assistance and planning is then jointly undertaken by the adoption and social worker for the child to help prepare a child for adoption. There are 0 children waiting for adoptive families at present.

Some administrative errors have resulted in the applications being held up following their lodging with court. This is an area for improvement for both the operational and adoption services.

### **6.11 Education Training and Employment**

6.12 All Looked after Children in Rutland have a school placement and educational progress is seen as paramount to ensuring good outcomes for the looked after population. Personal Education Planning meetings are held with 'needs led' frequency to ensure the right focus is maintained on the

progress of the child. In effect Children have PEP meetings most terms and not less than twice a year. This ensures that there is good monitoring of progress. Some children still benefit from the provision of additional tutors to help them gain confidence and make progress where needed. There are high aspirations for Looked After Children and plans are designed to ensure education and extra-curricular activities are not overlooked in order to promote self-esteem and confidence amongst the looked after community of children.

6.12.1 The Social Inclusion Development Officer coordinates regular PEP meetings and the Virtual Head Teacher provides an invaluable service in terms of oversight and scrutiny to ensure that all schools in or out of the county give Rutland's Looked After Children priority. In considering the cohort of children currently in the group there is no reason to suspect they will not continue to make good progress at school or college. Children preparing for secondary have been very well prepared to make a positive transition. Foster parents attend parents' evenings and place education as a priority.

6.12.2 The young people who left care this year are all in further education, training or work. Accommodation is always of a good standard and the Leaving Care Adviser has strong relationships with private and public housing providers.

## **6.13 Health**

6.13.1 Health needs of Looked After Children, including the child's emotional health, require specific attention. There were a number of delayed health assessments during the year. The number of initial health assessments being available for the first review has not improved this year. Appointments are always in hand ready for discussion at the second review. The IRO tracks health plans at review meetings. A review of performance of all reviews over this year confirms that 26 health assessments were out of time. 17 were on time. 8 of the former



were overdue by no more than two months and were in the longer term cohort of children. A further 3 more were for children placed out of county but who had regular contact with a range of health services and thus the IRO was satisfied that there was good provision made for their needs. It is recommended that improving the timescales for health assessment completed on time is included in the improvement plans for 2015 - 2016.

6.13.2 Some Looked After Children need support to recover from significant emotional trauma. CAMHS provide consultation clinics to local authority foster carers who are helping children and young people recover. There is evidence that this has been helpful in supporting carers to provide care more suited to the child's particular attachment need.

6.13.3 Where the child has not met the criteria of the Children and Adolescent Mental Health Service (CAMHS) the Local Authority has funded private interventions - counselling (one case).

6.13.4 It has also been difficult to transfer children to CAMHS services when children are placed out of county and move before their needs are met.

6.13.5 Promoting the emotional well-being of Looked After Children placed with family and friends and located out of county has also provided challenges as social workers have attempted to negotiate through unfamiliar service thresholds. For families who might consider Special Guardianship Orders this has been an inhibiting issue.

## **6.14 Advocacy**

6.14.1 The Targeted Youth service continues to provide the Authority's response to ensure that all Looked After Children have access to an advocate, if required.

6.14.2 There are 3 members of RCC staff who are National Youth Advisory Service (NYAS) accredited level 3 advocates. This year the Targeted

Youth Service has received 1 request for advocacy from Looked After Children (compared to 4 last year). Following initial contact, two young people decided that they did not wish to proceed with the service. The matter has been resolved with the young person being able to feel that they have been heard in respect of the issue they wanted to address.

## **6.15 Complaints**

- 6.15.1 One Looked After Child has complained twice about a previous placement. One complaint is resolved the other is under investigation.

Janet Marriott

Safeguarding Quality Assurance Manager  
June 2015

## SCRUTINY PANEL

19 November 2015

### SAFEGUARDING IN SCHOOLS

Report of the Director for People

Strategic Aim:	Creating a brighter future for all
Exempt Information	No
Cabinet Member(s) Responsible:	Mr D Wilby, Portfolio Holder for Lifelong Learning
Contact Officer(s):	Mark Fowler , Head of Learning and Skills
	Telephone 01572 758460 email: mfowler@rutland.gov.uk
Ward Councillors	

#### DECISION RECOMMENDATIONS

That the Panel:

1. Approves the report.

#### 1 PURPOSE OF THE REPORT

This report indicates the arrangements for safeguarding in schools 2015. There is clear evidence of improvement in the safeguarding arrangements in schools over the past 12 months.

The report recommends further actions to be taken.

As recommended in the previous 2014 report, this report will go to:

- Local Safeguarding Children Board;
- Children's Trust;
- People (Children) Scrutiny Panel.

#### 2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Legal position re: safeguarding and schools

The legal requirements are referenced above. The Education Services monitor government publications regarding safeguarding and inform schools immediately of changes to legislation, advice and guidance (see “Bulletin” under 1.3a).

## 2.2 How we find out about safeguarding arrangements in schools

The key means of gathering information on safeguarding arrangements in schools is by triangulation of information. By comparing the information gained from different sources, the Council is able to gain an informed view. The sources of information are:

- the annual schools’ safeguarding survey<sup>1</sup>;
- school visits conducted by Specialist Education Officers (incl. early years) and other Council staff, e.g. SEN support staff, social workers, youth workers;
- OFSTED inspection reports;
- proxy indicators showing schools’ use of support services relating to children’s safety.

The yearly survey of safeguarding in schools is conducted via an on-line questionnaire. The questionnaire is updated each year to reflect changes in legislation. The results are analysed and returned to schools; they are also included in this report. A copy of the questionnaire is available from the Education Services.

The Council’s Specialist Education Officers also visit each school to support the school in its self-review which includes safeguarding. In most cases, this will be two visits per year to schools and an annual visit in early years. Where schools are under-performing or where they request further support, the Officers visit these schools more frequently. The reviews always take into account safeguarding issues. Visits by other Council staff are also taken into account and any safeguarding issues are addressed according to procedures within the school and the local authority.

OFSTED inspection reports are analysed as inspectors are required to report on the behaviour and safety of children in schools.

Proxy indicators may help confirm information received from other sources. Those used currently are: contacts from schools that go on to “Referral”; CAF referrals completed by schools; records of allegations against school staff; missing children numbers.

## 2.3 What support schools receive on safeguarding

- a. **EDUCATION SERVICES.** These services provide information, advice and, where required, training.

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<sup>1</sup> This is a yearly self-assessment completed by schools, prepared and analysed by Rutland County Council.

Information is available on the website and is regularly updated; all schools have links to the LSCB website. Every two weeks a bulletin is sent to schools containing only important information. This is recognised by heads as a “must-read” email and is appreciated by them. This bulletin always contains a section dealing with safeguarding advice and information. (See Appendix B.)

Formal training and updates on safeguarding are provided regularly by our key development partner, the Rutland Teaching Alliance – and also other, private providers. Specific, targeted training is also provided by Education Services upon request, e.g., “Prevent” training recently held for two secondary schools. Safeguarding issues feature commonly in head teacher events as in January when an invited speaker led on e-safety.

In the early years, core training is provided for the LSCB by Rutland Adult Learning Service (RALS). 24 participants were involved in this programme this year. Additional training is occasionally provided where the need is identified, e.g., drama-based training by S Overton organisation (25 participants). Regular conferences for early years providers draw attention to emerging priorities, e.g., new regulations affecting staff - “disqualification by association”.

- b. **VIRTUAL SCHOOL AND CLA SUPPORT.** The head of the virtual school coordinates education support for children looked after (CLA) including safeguarding. The head supports and monitors CLA’s progress using tracking software (“Looked After Call”). Support and training are also provided to designated teachers, named governors, social workers and foster carers in order to achieve the best possible outcomes for Looked After Children. The Designated Teacher and named governor training took place in November 2014 and was well attended. The annual statutory training for designated teachers and named governors has been planned for the 5<sup>th</sup> November 2015.
- c. **EARLY HELP: EARLY INTERVENTION TEAM.** The team have provided and organised workshops and theatre company presentations. These deal with themes of safeguarding and, in particular, child sexual exploitation (CSE) and internet safety. Evaluations from staff, children and young people have been very positive.
- d. **YOUTH OPTIONS/YOUTH SERVICE.** The support in this area is principally in advice to both individual young people and their school or college. The provision is targeted to: children with SEN, YOT/YISP, teen parents, potential NEETs, travellers and those out of education. The service also tracks NEETs, YOT/YISP and teen parents. The Service reports monthly.
- e. **AIMING HIGH TEAM.** The majority of support provided to schools by the Aiming High team is through the CAF process. Advice and support on safeguarding is given to schools regarding children and young people who are subject to a CAF on an ongoing basis. The team also attended the primary schools’ SENCo meetings in the summer term to update them on the Aiming High offer.
- f. **COMMUNITY SAFETY TEAM.** The team has focused its activity on preventing child sexual exploitation. This has included: information for children and drama events; e-safety sessions at all schools and the College; targeted support for children known to be at risk of CSE; training for school staff; sharing good

practice for staff; sessions for parents and carers; information blitz (leaflets, posters, radio, websites, twitter, taxi drivers' information; licensees' information).

Further details of this provision is available in the Appendices.

## 2.4 The previous (2014) report and findings

The findings and recommendations of the 2014 report have been addressed (Safeguarding in Schools Report November 2014). All recommendations have been implemented.

## 3 SAFEGUARDING IN SCHOOLS 2014-15

### 3.1 The Yearly Schools' Safeguarding Survey.

The survey was conducted in similar fashion to 2014, via on-line self-accessed questionnaire. The original survey questions were reviewed and amended in the light of changed national priorities and requirements.

All 24 schools responded (includes 3 independent schools with Wilds Lodge SEN) – a substantial improvement on the 18 responses of 2014.

### 3.2 Main findings

Overall, responses are very encouraging and show an improvement upon last year. There are high levels of awareness or safety on some current areas of concern. For example, all schools have reviewed their policy; all staff and governors are familiar with the key national documents<sup>2</sup>; all have records of staff attendance at safeguarding training; all schools have internet filtering; all schools deliver e-safety lessons; all staff understand signs of CSE.

Comments also indicate that there is an appetite for schools to work together on safeguarding matters. This will be pursued with schools.

#### **Significant differences between last year's and this year's responses.**

No.	Question (abbreviated)	2014	2015	Comment
Q5	How many trained, designated safeguarding staff members does your school have?' – "More than one".	94.5%;	95.4%.	All schools have at least one; 18 have two or more; 3 schools have four or more.
	Have you reviewed your child protection policy in the last 12 months?'	94%	100%.	
Q7 & 8	Staff and governors familiar with 'Working Together' and		100%	New question in 2015.

<sup>2</sup> 'Working Together to Safeguard Children' and 'Keeping Children Safe in Education'

	'Keeping Children Safe'.			
	Keep records regarding knowledge of 'Working Together' Part 1.		79%	
Q9	Good take-up of training opportunities in these specific safeguarding areas:			New question in 2015.
	E-safety		100%	
	Cyber-bullying		85%	
	CSE		75%	
Q10	Availability of child protection policy to parents.	94%	79%	Schools will be reminded of the need to make this easily available.
Q13	Teachers, Admin staff, supervisors, premises officers routinely included in safeguarding awareness training.  Cleaners.  Pastoral staff.		100%  84%  79%	An increase.
Q16	Training of temporary staff.	89%	95%	
Q24	Engaging parents around e-safety – several activities referred to – all improved.			All show a rise in performance.
Q25	Recording cyberbullying.	78%	84%	
Q28-30	Children entering home education (total 5) with appropriate safeguarding arrangements in place.	50%	100%	All children in flexi-school arrangements have appropriate safeguarding arrangements in place.
Q36	Addressing sexting within e-safety lessons.	67%	94%	
Q37	School shared concerns about children being sexually exploited with other agencies?			One referral only from one school during 2014-5.
Q38 & 39	Safeguarding policy include reference to the needs of disabled children.	78%	61%	Schools will be advised to amend policy accordingly.

	Safeguarding training for staff and governors include content relating to the needs of disabled children.	89%	61%	Schools will be advised to amend accordingly.
Q40	Offsite educational visit policy approved by governing body.		90%	
Q41	Schools using Leics contract to authorise off-site educational visits.	94%	61%	Despite the lower figure in 2015, Leics service reports high levels of authorisation (see appendix D).

### 3.3 Visits to Schools by Council Personnel

During the year 2014-15 no incidents were recorded of safeguarding concerns. In September 2015, two incidents were recorded concerning the safety of premises for children. At time of writing, these are being dealt with.

These incidents involved on one occasion, a child climbing over a boundary fence from a nursery. On a second occasion, an officer identified gaps and inadequacies in the boundary fence and hedges of a primary school, reporting these for immediate attention.

### 3.4 Evidence from OFSTED inspection reports of schools

During the period September 2014 to August 2015 five schools were inspected. All the schools were judged as “good” overall. In all five schools the behaviour and safety of children was also judged “good”.

Rutland Adult Education Service was also inspected during this period and, similarly, was judged “good”. Within the text of the report, safeguarding arrangements are described as good.<sup>3</sup>

### 3.5 Proxy Indicators for Safeguarding

As indicated under 1.2 above, the following proxy indicators are used: a) contacts from schools that go on to “Referral”; b) CAF referrals made by schools; c) allegations made against school-based staff; d) missing children data.

In themselves, proxy indicators cannot provide reliable evidence of appropriate use of safeguarding procedures. However, taken with the other indicators shown above, they may provide confirmatory evidence.

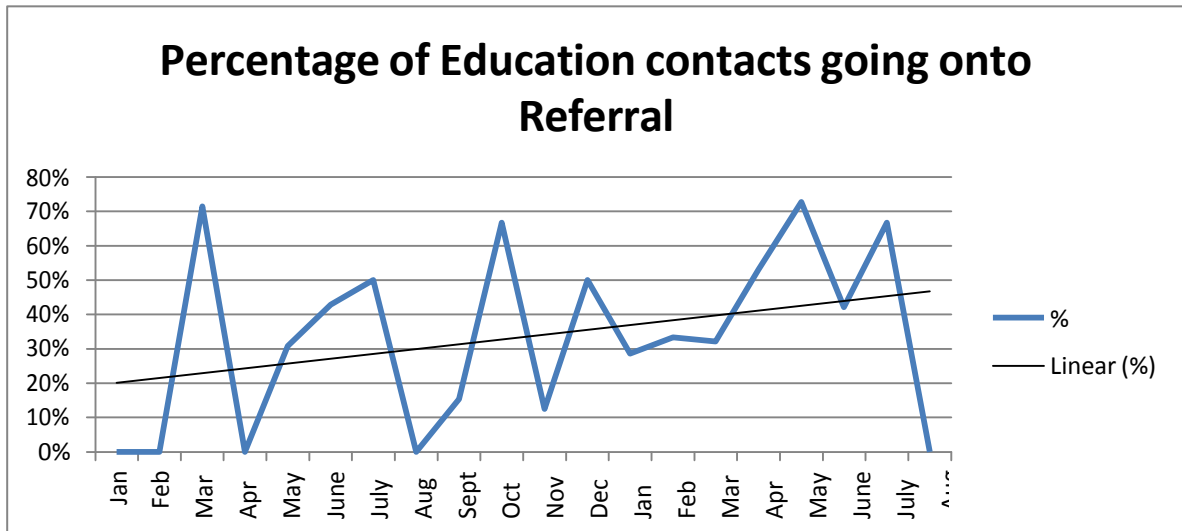
- a. **The number of contacts from schools that go on to “Referral”.** The number of contacts received in the social care/safeguarding team from schools may help indicate how aware schools are of safeguarding matters. Performance over the two year period to August 2015 shows the following pattern:

<sup>3</sup> “Safeguarding arrangements are good, with procedures well linked to the local authority lead safeguarding officer. Managers have undertaken training in relation to radicalisation and are in the process of cascading the learning to all staff.” OFSTED July 2015.



Average monthly referrals 2014: 8.92

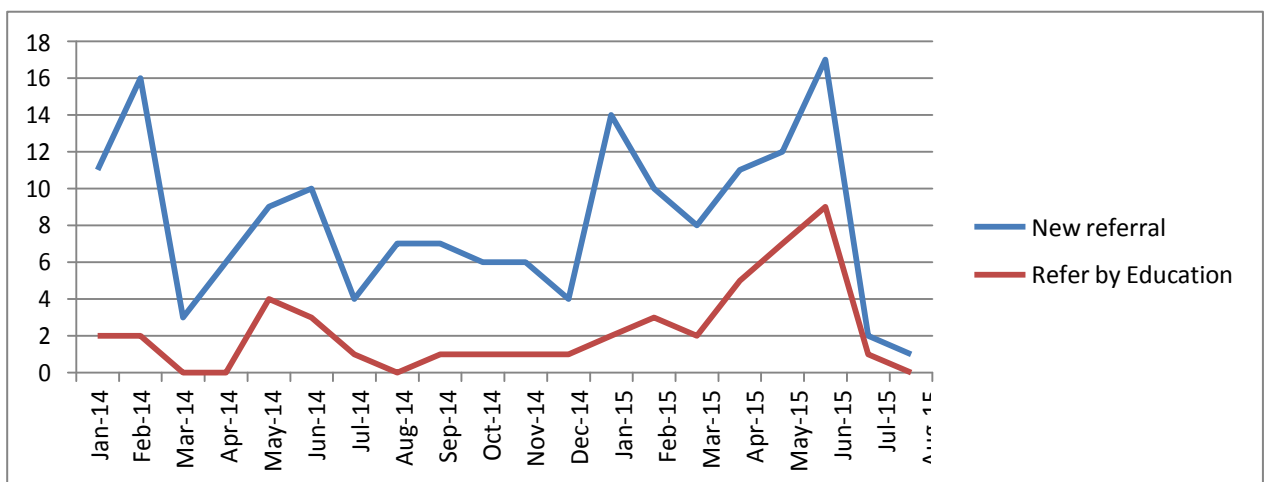
Average monthly referrals 2015: 12.25



This chart may confirm the improving pattern shown in the schools' surveys. The gentle increase shown in these figures may give further evidence of the increasing awareness amongst schools of safeguarding procedures.

- b. **CAF referrals competed by schools.** The number of CAF referrals made by schools may also help indicate how aware they are of safeguarding matters. If referrals increase, this may be interpreted as an improvement in the use of safeguarding processes<sup>4</sup>. Data over the two year period to August 2015 indicate an increase in the number of referrals. This has matched the increased communication with schools over safeguarding matters.

### Referrals to CAF by schools



- c. **Allegations against school-based staff.** Local authorities are required to keep records of allegations made against school-based staff. The number of allegations made against school-based staff may be interpreted as evidence of

<sup>4</sup> This is a possible interpretation. It may, conversely, mean simply that there has been an increase in the number of incidents.

schools' familiarisation with safeguarding procedures.<sup>5</sup> For example, if the figures are very low, this might cause concern that procedures are either unknown or not used.

The figures show an increase, in common with the other proxy indicators. This may indicate that, whilst numbers remain very low, there is an increasing familiarity amongst schools with safeguarding procedures.

Year	Total allegations	Allegation inquiries about school staff	Allegations - formal	Allegations substantiated	Allegations non-substantiated
2013/14	17	8	3	2	1
2014/15	27	6	2	0	2

#### a. Data on missing children.

When children are reported missing by schools, the matter is immediately addressed by the school and the local authority. The data for the past year indicate that numbers of missing children referred are very low. They also reveal that no children reported as missing remain not found, i.e. “unresolved”. The data for one month alone - September 2015 – illustrate that when reported, missing children are rapidly dealt with.

Year/month	Missing children reported	Unresolved missing children	Time from report to resolution	Outcome
2013-2014	1	0	Less than 24 hours	No unresolved missing children <sup>6</sup>
2014-2015	2	0	Less than 24 hours	No unresolved missing children <sup>7</sup>
Sept 2015	1	0	Less than 24 hours	No unresolved missing children <sup>8</sup>

<sup>5</sup> C.f. footnote 4.

<sup>6</sup> One child “missing from education” in KS1 had moved to Devon. The child’s location was identified and the matter resolved within 24 hours.

<sup>7</sup> Two incidents. One KS3 child was reported missing from education. Parents had “elected home education” for their child and moved to Northants. Traced within 24 hours. A further child was reported missing – traced to Burnley within 24 hours.

<sup>8</sup> One child in KS3 traced within 24 hours, now educated in Liverpool.

Taken together, these proxy indicators may provide some confirmatory evidence of the findings of the schools' survey. I.e. schools' awareness and application of safeguarding procedures are sound and improving.

## 4 FUTURE PLANS

Many of the activities described in the report will continue in the year ahead. With the strengthening of support and the development of "early help", further actions are planned. These include:

- a. the launch of the Early Help Strategy;
- b. one day's training on early help covering; pathway to early help and safeguarding services; an assessment process to replace the CAF;
- c. an integrated pack for governors to help them evaluate safeguarding;
- d. a protocol for collaboration, reporting and quality assurance with the Rutland Teaching Alliance (RTA) and other teaching alliances;
- e. "Prevent" training for all schools in partnership with the RTA.
- f. A further, yearly conference on safeguarding for all head teachers and governors<sup>9</sup> - a collaborative venture between all partners in safeguarding.

Further actions are identified in the conclusions and recommendations in section 4.

## 5 CONCLUSIONS AND REASONS FOR THE RECOMMENDATIONS

### 5.1 The key conclusions

Safeguarding procedures within schools appear to be sound and improving and the LA's knowledge of these arrangements is improving.

### 5.2 The key recommendations

#### a. Investigate anomalies.

In particular we should address:

- i. why does safeguarding policy appear to be less easily available to parents this year?
- ii. . advising all schools that the needs of disabled children should be included in safeguarding policy.

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<sup>9</sup> Schools in Rutland obtain their governor services from a range of providers and, as such, are responsible for ensuring their governors are appropriately trained. Rutland Council also offers training, such as a yearly conference on safeguarding for head teachers and governors. It should be noted that most schools are academies.

**b. Establish benchmarks of safeguarding.** The overall pattern of safeguarding provision is good. However, the findings will be compared with statistical neighbours to identify benchmarks where possible.

**c. Establish QA procedures** with core partners. The core training for safeguarding in schools is carried out by the Rutland Teaching Alliance (RTA). The County should formalise reporting of the RTA on safeguarding and establish quality assurance procedures. Similar arrangements should be considered for other providers.

## **6 BACKGROUND PAPERS**

6.1 There are no additional background papers to the report'

## **7 APPENDICES**

There are 3 appendices.

## Appendix A. GLOSSARY

CAF – common assessment framework

CCR - Casterton College, Rutland

CLA – children looked after

CSE – child sexual exploitation

FGM – female genital mutilation

LSCB – local safeguarding children’s board

NEET – not in education, employment or training

OFSTED – office for standards in education

PREVENT<sup>10</sup> - counter-terrorism activity for young people

PSHE – personal, social and health education

RALS – Rutland adult learning and skills

RE – religious education

RTA – Rutland Teaching Alliance

SEN – special educational needs

SENCo – special educational needs coordinator

SMSC – spiritual, moral, social and cultural (development)

YOT – youth offending team

YISP – youth inclusion support panel

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<sup>10</sup> Prevent From 1 July 2015 specified authorities, including all schools as defined in the summary of this guidance, are subject to a duty under section 26 of the Counter-Terrorism and Security Act 2015 (“the CTSA 2015”), in the exercise of their functions, to have “due regard<sup>13</sup> to the need to prevent people from being drawn into terrorism”<sup>14</sup>. This duty is known as the Prevent duty. It applies to a wide range of public-facing bodies. Bodies to which the duty applies must have regard to statutory guidance issued under section 29 of the CTSA 2015 (“the Prevent guidance”). Paragraphs 57-76 of the Prevent guidance are concerned specifically with schools (but also cover childcare). It is anticipated that the duty will come into force for sixth form colleges and FE colleges early in the autumn.

## Appendix B. IMPORTANT BULLETINS FOR SCHOOLS

### 7.1.1 Bulletins – a new means to communicate with schools

In June 2014 the Education Services created a new means by which to communicate important notices and information to head teachers. This two-weekly email “bulletin” includes only material that must be read. If there is nothing very important to convey then this is stated in the email. It provides a reliable means to get information across about, e.g., safeguarding matters.

### 7.1.2 Safeguarding information included in bulletins

**a. 18 June** included references to ‘Keeping Children Safe’ and ‘Working Together’.

**b. 2 July** promoted ‘Chelsea’s Choice’, a play about child exploitation and provided links to FGM leaflet from LSCB.

**c. 16 July** included a reminder from Head of Children’s Social Care re PREVENT and summer holidays children’s destinations.

**d. 8 September** gave news of new Head of Virtual School, CSE training for governors and the new ParentInfo site on internet safety.

**e. 25 September** trailed a package of safeguarding materials, including the safeguarding survey results, an audit tool for governors, LSCB contact information and the flowchart for referrals.

## Appendix C. DETAIL OF ACTIVITY UNDERTAKEN 2014-5

### 7.1.3 Further details of school age activity in safeguarding

**a. Example of “Prevent” training.** A Specialist Education Officer of the Council led a training session on Prevent at the request of Casterton College, Rutland (CCR). The College reviewed its safeguarding policy in the light of this. A small team of staff are working on this agenda to consider its impact on teaching, learning and the curriculum. The working group with responsibilities for PSHE, SMSC, Safeguarding and RE are developing teaching resources and a website.

A second school, Uppingham Community College<sup>11</sup>, applied for some of their staff to attend the training, too. These staff are now working with CCR staff to develop their own resources and website.

**b. Early Intervention Team Activity.** All three secondary schools have taken part in the ‘Protecting Your Image’ workshops. 340 participants took part in 2013-14 and 222 in 14-15. Evaluations from young people and teaching staff have very positive.

In 2014-15 the Early Intervention Team and the Community Safety team commissioned the theatre company ‘Loudmouth’ to deliver ‘Working for Marcus’. This production explores Child Sexual Exploitation (CSE) and is offered to all secondary schools. A total of 465 students participated in the programme

The annual schools’ offer was recently distributed for 2015-16; schools may book any of these workshops for a chosen year group. Additionally, schools may book the production ‘Chelsea’s Choice’. This is an innovative Applied Theatre production that has proved highly effective in raising awareness of Child Sexual Exploitation. It also deals with the issue of internet safety.

**c. Community Safety Team Activity.** The team has focused its activity on child sexual exploitation.

Lead Service	Link to LLLR Safeguarding Board CSE Action Plan	What we did	When
Community Safety	1.13 provide young people with information about how to keep safe, including preventative education re online and offline grooming and exploitation.	<p>CSE Project: Dedicated e-safety training for young people.</p> <ul style="list-style-type: none"> <li>• 10 E- safety sessions covering 217 secondary schools pupils.</li> <li>• E-safety and CSE advice and information stand at ‘Healthy Minds, Healthy Bodies Events’ in all 3 secondary schools and Rutland College.</li> </ul>	Dec 2013- Feb 2014

<sup>11</sup> This is the second of the three secondary schools (all academies).

		<ul style="list-style-type: none"> <li>• 1500 leaflets distributed to young people as part of the 'Spot the Signs' campaign.</li> </ul> <p>Targeted support for victims and potential vulnerable young people:</p> <ul style="list-style-type: none"> <li>• Love for Life, an intensive support programme of 6 sessions over six weeks, was delivered to 5 young people involved in, or at risk of CSE.</li> <li>• A three hour session was delivered to an additional 3 young people at risk of CSE.</li> </ul> <p>Funded performances of Loudmouth production 'Waiting for Marcus', a CSE themed drama in 3 secondary schools. Pre and post performance resources are also provided for schools. Collaborative work with Youth Service.</p>	<p>Spring 2014</p> <p>March 2015</p>
<b>Community Safety</b>	1.9 Raise awareness across the workforce.	<p>E-safety-staff training event for 28 RCC and local agency staff.</p> <p>A sharing good practice event for professionals on 'Cyberbullying, Sexting and Pornography – What Can We Do?'</p> <p>The event was attended by 30 professionals and the programme focussed on:</p> <ul style="list-style-type: none"> <li>• What policies do schools and services need to address CSE?</li> <li>• When should identified issues be regarded as safeguarding issues?</li> <li>• What resources and materials do we have?</li> </ul> <p>2 RCC staff were funded to train as CEOP Ambassadors.</p>	<p>Jan 2014</p> <p>Feb 2014</p> <p>Oct 2014</p>
<b>Community Safety</b>	1.14 Provide parents, carers and wider community with information about CSE, trafficking and missing children.	<p>A session for parents and carers– 'Keeping Your Family Safe on Line' attended by 30 parents and carers.</p> <p>Publicity and awareness raising:</p> <ul style="list-style-type: none"> <li>• 1500 leaflets distributed to parents , carers as part of the 'Spot the Signs' campaign.</li> <li>• Posters distributed to all schools and key community locations as part of the 'Spot the Signs' campaign.</li> <li>• Events and key messages publicised through RCC, Safer Rutland Partnership and Leicestershire Police websites and twitter accounts.</li> <li>• Rutland radio used to publicise</li> </ul>	<p>Feb. 2014</p> <p>Jan-March 2014</p>



		parents event and put out key messages.	
<b>Community Safety</b>	<p>1.3 Ensure effective strategic and operational arrangements between work to tackle CSE and licensing.</p> <p>3.2 Raise awareness with businesses, licensed premises, hoteliers and leisure industry as a whole.</p>	<p>Taxi drivers:</p> <ul style="list-style-type: none"> <li>• Spot the signs leaflet sent with letter and to all licensed taxi drivers (23).</li> <li>• Follow up telephone calls to all.</li> <li>• Discussions with RCC and Peterborough licensing re potential for mandatory safeguarding and CSE training for taxi drivers.</li> </ul> <p>Licensees:</p> <ul style="list-style-type: none"> <li>• Spot the Signs leaflets sent all pub, hotel and licensed restaurant licensees with letter.</li> <li>• CSE training session held for licensees attending the Licensee Forum (15).</li> </ul>	<p>Jan .2015</p> <p>July 2015</p> <p>Jan 2015</p> <p>July 2015</p>
<b>Social Care</b>	1.9 Raise awareness across the workforce.	Rutland CSE Summit. Aims were to raise awareness, identify current work and gaps.	Oct. 2015

## **Appendix D. Leics Offsite Visits Contract Period: April 2014 – September 2015**

Authorisations for offsite visits:

- 13 Schools / academies
- 60 ventures authorised

Schools which have used the service:

- St Mary & St John North Luffenham
- Whissendine PS
- Ketton PS
- Exton PS
- Oakham CEPS
- Cottesmore PS
- Catmose College
- Catmose PS
- Langham PS
- English Martyrs PS
- Leighfield Academy
- Rutland Youth Service
- Uppingham CC
- Rutland Primary Schools (visit to Twickenham with various schools for the tag rugby tournament)

Attendance by Rutland school staff on training courses;

- Education Visits Coordinator Training: 4 teachers
- Visit Leader Training: 4 teachers
- Home Based Contact Training: 5 teachers

Safeguarding in schools report for SCRUTINY v3 041115

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## PEOPLE (CHILDREN) SCRUTINY PANEL

**19 NOVEMBER 2015**

### Aiming High for Disabled Children - Short Breaks

Report of the Director for People

Strategic Aim:	Creating a Brighter Future for All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster	
Contact Officer(s):	Bernadette Caffrey, Head of Service Early Intervention	01572 720943 BCaffrey@rutland .gov.uk
Ward Councillors	Not applicable	

#### DECISION RECOMMENDATIONS

That the Panel:

1. Note the content of the Aiming High for Disabled Children Short Breaks Options Paper; and
2. Considers and comments on the options and recommendation for future action for the short breaks as detailed in section 3 of this report.

## 1 PURPOSE OF THE REPORT

To provide members of Scrutiny Panel with information on the current arrangements for the delivery of Short Break provision within the Aiming High programme and to set out options and make recommendations for the delivery of short breaks support for children with disabilities and their families, that is cost effective, personalised and targets those most in need of support.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 The Aiming High service supports the Council's statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 (or the Short Break Duty) which requires Local Authorities to provide a range of short break services. The service also helps ensure our compliance with the Children and Families Act 2014 and the Care Act 2014.

2.2 Guidance issued in relation to the legislation for Short Breaks states:

- There should be a significant increase in the amount, quality, and range of provision.
- Services should be designed to meet the requirements of families to help them to continue to care for their children.
- Families should have choice.
- Services should be reliable, easily accessible, responsive and flexible so that families can take up support when, and where, it is needed.

2.3 In Rutland the Aiming High Programme is an 'early help' function that enables children with disabilities (up to the age of 25), and their carers to access support quickly and effectively without lengthy or unnecessary assessments of need. The Aiming High Programme provides services delivering short breaks, including leisure activities, day time care in the child's home and residential opportunities. The provision is made up of two components:

- i) *Support activities* such as group and club sessions, which are available to all children and young people who are on the disability register in Rutland. Regular activities currently include trampolining, basketball, climbing, cooking sessions and a youth club. In addition to these, in this year, there has been an activity weekend, water sports, sailing, model making, bikeability, bowling, music, art, sensory activities, Rhyme time, Lazertag and soft play. The Aiming High team also support the Oakham Family Centre to deliver swimming lessons, riding lessons and a Film club for these children and young people. The 2014/15 expenditure for this element of the Short Breaks programme was £18,000 which is in addition to staff time. During 2014/15, 113 children and young people with Special Educational Need and Disability (SEND) took part in an Aiming High activity.
- ii) *100 hours of 1 to 1 support* provision available to those children in receipt of Higher Rate Disability Living Allowance (DLA) or attending a special school and receiving at least mid-rate DLA. This provision enables these children to access either targeted activities or universal opportunities in their local community where because of their additional needs they would otherwise be unable to do so. It also supports parents and carers in their caring responsibilities for a child with a disability. Costs for this part of the offer is £80,000 per annum based on historical take up of those eligible. During 2014/15 47 children and young people accessed this one to one provision; however this has since increased to 51 applications for the new Short Breaks Scheme for 2015/16.

2.4 The aim of short breaks in Rutland is to provide:

- Opportunities for disabled children and young people to enjoy experiences away from their primary carer, enjoying fun activities and socialising with their peers, so they, irrespective of their disability, they develop confidence, independence and experience new positive challenges and social experiences.
- Support for parents/carers of children who are disabled so that they are physically and emotionally resilient to continue to provide care.

- Valuable breaks for parents/carers from their caring responsibilities, to spend time with their partners or other children in the knowledge that their child is safe, well cared for and having fun.

2.5 The evaluation and customer feedback reports for 2014/2015 indicate high levels of parental satisfaction and positive outcomes for children and young people who accessed one to one support via the Aiming High programme in 2014/2015.

2.6 Fifteen of the families who accessed one to one support in 2014/15 are also receiving additional support from Social Care as they have been assessed as needing more support than the Aiming High offer alone.

## 2.7 Landscape Changes – Aiming High Short Breaks Scheme

Following provisional award of the contract for the 100 hours 1 to 1 service the successful provider (New Horizons) withdrew as they were unable to fulfil the requirements of the contract, citing sustainability and recruitment issues. At the time of tendering the Authority only received 2 expressions of interest and after exploring the market for alternative providers, it became apparent that the market is underdeveloped and there were no other suitable providers. As a result, and in order to ensure no break in services for families, a short breaks grant scheme was devised by the Aiming High Programme team, beginning on 1st September 2015. The short breaks grant involves direct payments (£1,200 per annum) to families, whom would have previously qualified for support, allowing for greater personalisation and the delivery of short breaks that specifically meet the needs of individual children. This arrangement reflects the Children and Families Act and Care Act 2014 which places greater emphasis and importance on giving children with disabilities and their carer's greater choice and control in the support they need.

## 2.8 Current Demand and Costs of Short Breaks

The previous cost to Rutland County Council to run short breaks through an external provider was £80,000 per annum based on the historical average take up by those eligible. The following table outlines the current costs under the new short breaks scheme based on current uptake and if full demand were realised:

Claimants	Estimated Numbers Eligible <sup>1</sup>	Current Uptake as of 02/09/15	Current Uptake
Higher rate DLA	35	33	94%
Higher rate DLA requiring 2:1 (25%)	9	7	78%
Mid-rate DLA / Special school	30	15	50%
Total	74	55	74%
<b>Total Cost</b>	<b>£88,800</b>	<b>£66,000</b>	

## 2.9 Purpose of the Review of the Short Breaks scheme

The delivery of the Aiming High Programme was considered under People First which tasked the service to undertake a review of the Programme, with a specific focus on the one to one support provision provided under the offer. The intended

<sup>1</sup> Based on Office of National Statistics Projections

outcome of the review was to ensure;

- 2.10 “The service targets support to those who need it the most and where it is not considered effective, value for money, or meeting the need of customers, support is reduced.” A review of the offer was completed in January 2015 and involved understanding national research alongside short break delivery in neighbouring Local Authorities to establish the extent of offers and best means of access for families. A summary of the findings:
- a) In comparison to other Local Authorities the previous 100 hour offer provided by Rutland County Council, is higher than Derbyshire County Council and Nottingham County Council both providing an 80 hour cap. The offer in Leicestershire is significantly below that offered by Rutland.
  - b) Nottingham County Council (up to £750) and Nottingham City Council (up to £2,000) both offer direct payments to families in order to enhance personalisation. Nottingham City is currently considering the reduction of this offer to £1,600.
  - c) For those requiring higher level support, assessments take place within Social Care as they do within Rutland and prevents discrimination through a single eligibility mechanism.
  - d) As with Rutland County Council higher rate DLA is the indicator of need for access adopted by Nottingham City Council and Nottingham County Council.
  - e) The needs of those accessing 1 to 1 provision in Rutland vary with no distinguishable factor supporting a scaled offer. It is acknowledged that 50% of those accessing Aiming High also require care through Social Care and as such would need to retain the highest offer possible.
- 2.11 The offer provided by Rutland County Council is based on best practice and reflects the national research and reviews of short breaks regarding improving the wellbeing of disabled children and young people through improving access to positive and inclusive activities.
- 2.12 Research by Action for Children found that parents were primarily concerned with whether their child was having fun and enjoying the short break. Knowing that their child is having fun and making progress through developing new skills, can in turn help the families to cope. Currently 96% of children and young people participating Aiming High targeted short breaks say they had fun, suggesting these activities help families to cope with their responsibilities.

### **3 ORGANISATIONAL IMPLICATIONS**

#### **3.1 Options Appraisal**

There is no prescribed offer that the Local Authority must provide under the Short Break regulations. However the service must be able to meet the requirements of carers as the regulations intended. Accounting for the conclusions from the review the following outlines the main options for consideration:

##### **3.1.1 Option One: Remove eligibility for Mid-Rate Claimants**

Current eligibility for short breaks allows for an easy access service utilising simple eligibility criteria (higher rate DLA or mid-rate DLA and attending a special school) which was set in consultation with parents and carers. This system is administration light and reduces the associated cost and inconvenience for families that would come with conducting a single needs assessment in social care or early help. Based on current applications this would affect 15 families.

Considerations:

- Prioritises those families with the highest levels of need based on an independent assessment (DLA).
- Higher Rate DLA as the sole eligibility criteria is limited. For example the majority of children in receipt of high rate DLA need night support, however a child's disability may warrant their requiring assistance during the day that requires a level of support but they are not eligible for the high rate due to the nature of their disability not requiring night support.
- Support for up to 30 children (in the mid-rate DLA/special school) would cease and families who do have caring needs would no longer have access to short breaks. The short breaks scheme often provides a non-stigmatised route into support for families in need.
- Potential for negative responses and publicity from families affected.

3.1.2 **Option Two:** Eligibility remains the same and the grant is reduced for every child and carer in the programme. Keep eligibility the same but reduce the financial offer from £1,200 to £800 so that all groups have access to support through a reduced grant. Based on current applications this would affect 48 families.

Considerations:

- All families and children with disabilities continue to have access to support and no groups go unsupported.
- The financial offer is similar, and in some cases, higher than in other Local Authorities.
- The option outlined is based on 100% take up of the grant. Under the previous schemes not all families took up the offer and therefore it is highly likely not all families will access the grant, by setting a claim window, unclaimed funding could be reallocated to uplift grant allocations.
- This model does not prioritise those families with the highest levels of need.
- The funding reduction may not fully meet the needs of families with higher levels of need. This may result in a pressure on the Social Care budget, as a result of picking up additional costs through re-assessment.

3.1.3 **Option Three:** Eligibility remains the same but the short break grant is set higher for high rate DLA claimants than for mid-rate DLA/special school. Based on current applications this would affect 48 families. The aim would be to ensure a

reasonable level of service for those with the highest needs whilst reducing the offer to those with lower levels of need.

Considerations:

- Prioritises those children and young people with the highest level of needs, whilst still supporting those with lower needs.
- All families continue to receive support and access early intervention services.
- The option outlined is based on 100% take up of the grant. Under the previous schemes not all families took up the offer and therefore it is highly likely not all families will access the grant, by setting a claim window, unclaimed funding could be reallocated to uplift grant levels for mid-rate DLA.

The grant level for mid-rate/special school eligibility would need to be reduced the most.

3.1.4 **Option Four:** Retain higher rate DLA for the whole grant cost of £1,200 and create a discretionary pot for mid-rate claimants. Based on current applications this would affect 15 families. This option involves retaining the rate of £1,200 for higher rate DLA claimants and removing automatic eligibility for families in receipt of mid-rate DLA. The remaining funds would be made available for mid-rate DLA claimants through application for discretionary funding which would provide a minimum of £240 per application.

Considerations:

- Prioritises those children and young people with the highest level of needs, whilst still offering support to those with lower needs.
- Discretionary pot can be used to ensure personalisation where support will have positive outcomes.
- The option outlined is based on 100% take up of the grant. Under the previous schemes not all families took up the offer and therefore it is highly likely not all families will access the grant, by setting a claim window, unclaimed funding could be reallocated to uplift grant levels for mid-rate DLA.
- In 2014/15 10 children and young people who were attending a special school and in receipt of mid-rate DLA accessed one to one support. Since the introduction of the Short Breaks Scheme this has increased to 15 children and young people. These 15 families will no longer have automatic access to short breaks.
- Potentially difficult to implement and administer a transparent process to agree discretionary awards. This will incur additional administration costs.

3.1.5 Parents are aware that the short breaks scheme, being delivered through a grant payment is in a test period until 31st March 2016 and subsequent changes may be made following this period. The Authority has committed to consulting with Rutland



Parent Carer Voice to develop any changes as well as taking into account feedback from families directly. The review will be tabled at the next meeting of the Parent Carer Voice on the 10<sup>th</sup> November 2015.

#### **4 CONCLUSION**

4.1 The existing offer in Rutland provides an easy access service utilising a single eligibility criteria (higher rate DLA or mid-rate DLA and attending a special school) which was set in conjunction with Parents and Carers and is reflected by other Local Authorities. As each family will differ on an individual basis, with some families requiring more or less support depending on their personal circumstances, a single needs assessment would be more appropriate however additional administration costs would be incurred and it may also prevent families accessing the service at an early stage as it was intended and thereby creating a level of unmet need. The offer through Aiming High does not replace caring/parenting responsibility assessments required under Section 6 of the Carers and Disabled Children's Act 2006 which are considered when deciding on support under Section 17 of Children Act 1989. The offer should retain universal support activities for all disabled children and reflects the national research and voice of parents and carers. The existing budget for support activities has to date effectively supported families with high degrees of customer satisfaction. The introduction of a personalised budget through a direct payment (as per the new Short Breaks Scheme, September 2015) is a sound one and provides greater scope to parents and carers. Providing a cap on this personal budget should result in better use of resources as best value is sought from families and providers.

4.2 Members of Informal Cabinet recommend Option Three as this option will have the least impact as a whole on all the families but will prioritise those with the highest needs and if adopted would cost £60,000 as opposed to the current cost of £80,000, thus representing value for money. Informal Cabinet recommend proceeding to Cabinet for formal approval.

#### **5 BACKGROUND PAPERS**

5.1 There are no background papers.

#### **6 APPENDICES**

6.1 There are no appendices.

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## PEOPLE (CHILDREN) SCRUTINY PANEL

**19 November 2015**

### Early Help Strategy

Report of the Director for People

Strategic Aim:	Creating a Brighter Future for All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster	
Contact Officer(s):	Bernadette Caffrey, Head of Service Early Intervention	01572 720943 BCaffrey@rutland .gov.uk
Ward Councillors	Not applicable	

#### DECISION RECOMMENDATIONS

That the Panel:

1. Note the content of the Early Help Strategy document (Appendix A).

## 1 PURPOSE OF THE REPORT

- 1.1 Rutland County Council is working with partners, stakeholders and users of services to further develop its approach to early help and targeted intervention. Rutland County Council and its partners have agreed an Early Help Strategy.
- 1.2 This report is intended to provide members with information on the Early Help Strategy for Rutland that has been approved by the Children's Trust in July 2015 and which outlines Rutland County Council's Early Help Offer and informs the approach the Council is taking with partners in working with children and families and the design of future services.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Early intervention is crucial to ensure children, young people and families in Rutland have the chance to make the most of their lives. This is a critical role for children's services across the Children's Trust and the geographical area of Rutland.
- 2.2 Whilst the Early Intervention Service in the People's Directorate of the Council has

a key role in the provision of early help services by taking a lead in the delivery and commissioning of services, it also has a role as a partner working collaboratively and co-operatively within a system of services from the statutory, voluntary and community sector. It is also a facilitator: helping to strengthen the partnership and build capacity and confidence across the partnerships

- 2.3 Rutland's 'early help' offer takes into account national research and guidance, with regards to the importance of the early years, the impact of growing up in poverty on a child's outcomes and the responsibility of all agencies to safeguard children and young people.

### **3 ORGANISATIONAL IMPLICATIONS**

- 3.1 Rutland County Council and its partners have finite resources to support children and families whilst needing to support the most vulnerable, therefore agencies must get better at early intervention to prevent the sorts of outcomes that demand high levels of investment. The council and its partners must target early help where the likelihood is that problems will spiral and become more damaging for children and more expensive for public services to address. The requirement is to reduce demand through effective earlier identification which in turn will deliver better outcomes for children and families as well as reducing expenditure.

- 3.2 It is important that children's services staff have a shared understanding of the model of how the children's services workforce supports children, young people and families, so that each understand their role and that of the whole organisation and how they need to work with other services in order to support families with additional or complex needs.

- 3.3 A key element to providing effective early help is the consistent use across the children's workforce of procedures and processes to identify and address the risks and needs of children, young people and their families. This will support high quality professional practice that ensures the interests of the child and young person are central and that children's welfare is safeguarded. All agencies and individuals that work with children and young people will be expected to take responsibility for identifying and addressing the needs of children and families in accordance with the agreed local processes.

- 3.4 Rutland's 'Early Help Offer' is targeted at achieving outcomes for children and families as set out in the Children, Young People and Families' Plan 2012 - 2015 and the Local Safeguarding Children's Board (LSCB) Business Plan 2015 - 2016.

- 3.5 The Children's Trust has identified key actions that will help to achieve these outcomes. These include:

- 3.5.1 Identify when children and families need help at the earliest opportunity through robust partnership working and shared intelligence. This will include developing robust front door arrangements.

- 3.5.2 Utilise our Changing Lives programme to create sustainable improvements by tackling the root causes of problems and the factors we know correlate toward negative outcomes for children and families.

- 3.5.3 Provide a range of integrated services across early years and in to adulthood. These services will support prospective parents, children in early years, in teenage

life and through into early adulthood.

- 3.5.4 Support children with additional needs and their parents and carers in a way that enables them to engage in positives activities in their community.
- 3.5.5 Work across children and adult services to adopt a whole family approach when working with families, ensuring our support recognises all the influencing factors on a child or young person's life.

## **4 CONCLUSION**

- 4.1 The early help offer across the partnership in Rutland requires further development and there is now a greater need for ensuring that an early help offer is co-ordinated and clearly understood by practitioners and managers in the Council and across the partnership and for these activities to be robustly driven forward by the Children's Trust which means that early help development should be a focus of attention within the partnership.

## **5 BACKGROUND PAPERS**

- 5.1 'Families First – Rutland's Strategy for Early Help' document.

## **6 APPENDICES**

- 6.1 Appendix A – Rutland Early Help Strategy

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# Rutland County Council

## **Families First – Rutland’s Strategy for Early Help**



## Families First – Rutland’s Strategy for Early Help

This document outlines Rutland County Council’s Early Help Offer and informs the approach we, with partners, take in working with children and families and the design of future services.



Our Early Help Offer takes into account national research and reviews by Frank Field, Dame Clare Tickell and Graham Allen, with regards to the importance of the early years and the impact of growing up in poverty on a child’s outcomes. Our offer also takes into account key messages from Working Together to Safeguard Children, DfE 2013 (revised 2015) and the Munro recommendations 2013, as follows:

- preventative services will do more to reduce abuse and neglect than reactive services
- co-ordination of services is important to maximise efficiency
- with preventative services, there needs to be good mechanisms for helping people identify those children and young people who are suffering or likely to suffer harm from abuse and neglect and who need referral to children’s social care.
- reducing pressure on specialist services

What we do know is that:

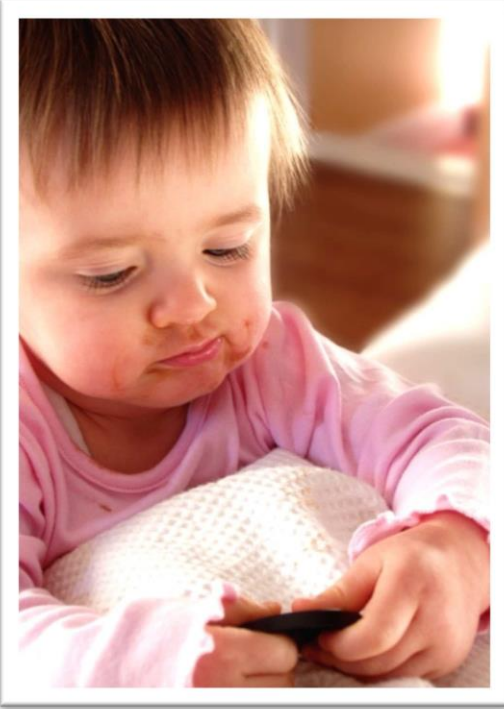
- There are 7,768 children and young people, 0 to 17 years, (20.7%) of Rutland’s population
- 8% of Rutland’s children live in poverty
- 5.9% of children in nurseries are entitled to Free School Meals (FSM)
- The academic achievement of children on FSMs is well below the national average
- 22.3% of pupils are eligible for support via the pupil premium
- 432 children and young people were identified as ‘children in need’ (13/14) as similar level to 12/13 and on target to be a similar figure for 14/15. A significant presenting issue is abuse and neglect.
- 144 young people (aged under 25 years) reported that they provided between 1 and 19 hours of unpaid care per week, 9 young people reported that they provided between 20 and 49 hours of unpaid care per week, 11 young people reported that they provide over 50 hours of unpaid care per week. This is a total of 164 young people providing unpaid care, 1.8% of young people. (2011 Census)



## 1. Introduction

### What is the Early Help Offer?

Rutland's Early Help Offer describes the need for help for children and families as



soon as problems start to emerge, or when there is a strong likelihood that problems will emerge in the future in relation to, for example, emotional and behavioural difficulties, risk of criminal activity or parental neglect of needs. The Early Help Offer is not just for very young children as problems may also emerge at any point throughout childhood and adolescence. The Early Help Offer includes universal services; such as schools, health visiting and GP services or adult learning programmes and targeted services; such as one to one family support in the home, or the Aiming High for disabled children service, designed to reduce or prevent specific problems from escalating or becoming entrenched.

### Key Principles

Rutland County Council and its partner's commitment to Early Help is central to the delivery of the Children and Young People's Plan with Early Help cutting across key priority outcomes which are underpinned by a key set of principles, as set out in the Leicester, Leicestershire and Rutland (LLR) Local Safeguarding Children's Board (LSCB) *Thresholds Document* (2014):

#### ***Principles underpinning early help and prevention***

1. We will understand the needs of children and their family so that the support offered is appropriate and can be addressed in the context of the whole family.
2. We acknowledge that parents and carers have primary responsibility for, and are the main influence on their children. Our role is to strengthen parenting capacity, whilst remaining clear about our duty to safeguard vulnerable children and young people.
3. The activities and services we offer to children and families will help to build and strengthen resilience.

4. We will focus on strengths in families and engage families with their consent so that they identify what they want to change and how they will help achieve this.
5. Practitioners will take a shared responsibility to provide a seamless service for families, ensuring there are clear pathways for those accessing our services, reduce duplication of assessment so that families do not tell their stories multiple times.
6. Our workforce will be supported to be multi-skilled and to be able to support a range of needs and approaches when working with families, for example adopting the principle of the Signs of Safety model of working with families to identify strengths and resolving challenges.
7. The services we deliver will be cost effective and utilise shared resource across partnerships.

### **Performance and Outcomes**

Rutland's Children's Trust will monitor whether the outcomes for children and their families are being achieved and will agree the key performance indicators which will help us to measure the impact our Early Help Offer is having.

These key performance indicators are set out in the *Early Help Scorecard* and include priority outcomes such as:

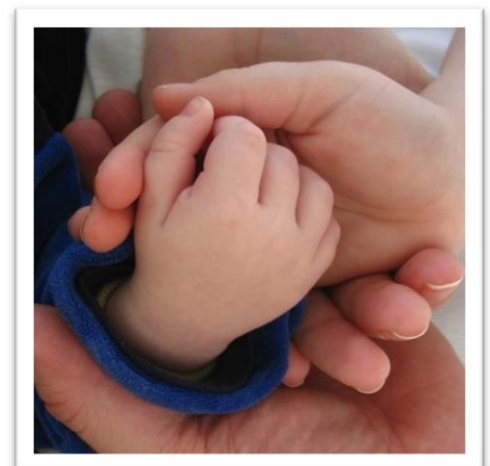
- Reduction in inappropriate referrals and re-referrals to social care
- Sustained engagement of families in our Children Centre services
- More young people and adults supported into training and employment
- Children and their families experience improvements in their life at the end of an intervention.

### **Key features of the Early Help Offer**

Rutland County Council provides the 'front door' through which parents and professionals can access additional support at any level, including early help advice and support.

The critical features of an effective Early Help Offer which have been identified nationally and on which Rutland's early help process is founded are:

- a multi-disciplinary approach that brings a range of professional skills and expertise to bear



through a “Team Around The Family” approach

- a relationship with a trusted Lead Professional who can engage the child and their family, and/or co-ordinate the support needed from other agencies
- practice that empowers families and helps them to develop the capacity to resolve their own problems
- a holistic approach that addresses children’s needs in the wider family and community context
- simple, streamlined referral and assessment processes that are easy to access for families and easy for partners to understand

Our Early Help Offer recognises the crucial role that all family members – not just mothers and fathers, but step parents, grandparents, siblings and other extended family members and carers – play in influencing what children experience and achieve as well as the consequences when families are in difficulty.

## 2. Identifying children and families who would benefit from early help

‘Working Together to Safeguard Children DfE 2013 (revised 2015), emphasises the importance of early help in promoting the welfare of children, together with clear arrangements for collaboration. Our Early Help Offer therefore puts the responsibility on all professionals to identify emerging problems and to take professional responsibility to ensure that if a family does not meet the thresholds for specific services, that action is taken to prevent the lower level needs escalating.



Key professionals working in universal services in Rutland are best placed to identify children or their families, who are at risk of poor outcomes. Alongside this, we utilise local intelligence such as the Joint Strategic Needs Assessment (JSNA) and data collated in respect of our Changing Lives Programme, which is Rutland’s contribution to the national Troubled Families Programme.

Early Help in Rutland means providing support as soon as a problem emerges, at any point in a child’s life, from the early years through to teenage years: **preventing the problems occurring**, providing targeted early help before any social care intervention or adding value and collaboration to a social care intervention: **preventing problems escalating**, and also ‘step down’ from social care where the aim is to prevent re-escalation and further statutory intervention: **reducing the severity of problems**.

### 3. Who can Access Support?

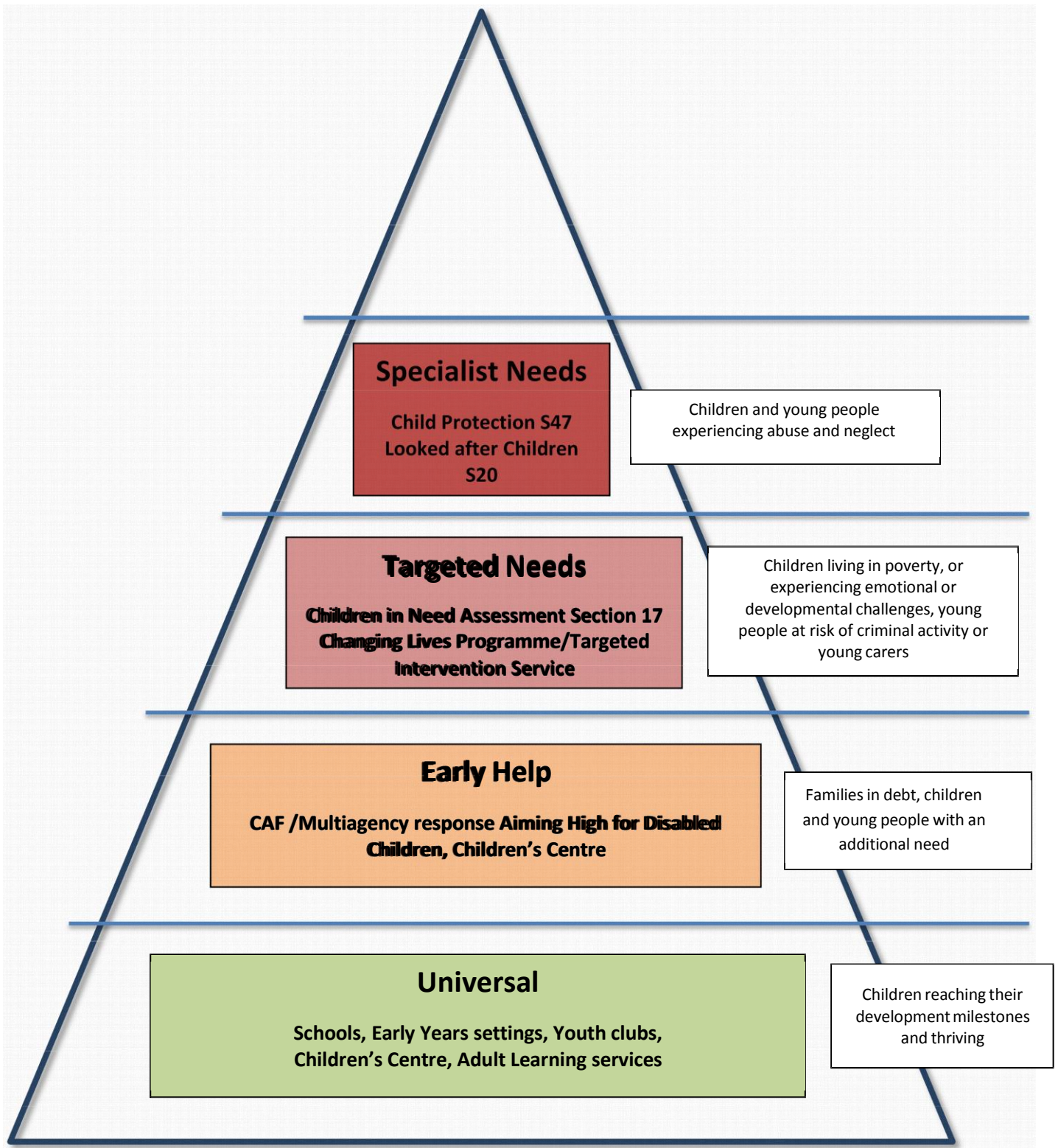
The provision of early help services forms part of Rutland's continuum of help and support to respond to the different levels of need of our individual children and families. In Rutland we describe these as follows:

**Universal need** - Services working with children and families, to promote positive outcomes for everyone; midwives, health visitors, schools and early year's settings, adult learning and community voluntary groups. Practitioners working in these services should identify where children and families would benefit from extra help at an early stage.

**Early Help and Targeted need** - Services focus on children, young people and families who may need support either through a single service or through an integrated multi-agency response, for example, housing, youth options, and community safety. They work with families where there are signs that without support a child may not achieve good outcomes and fulfil their potential.

**Specialist need** - Services, such as social care, adult mental health services, focus on families with individual or multiple complex needs, who are at risk of significant harm or significant impairment to their health or development, including where help has been requested through Section 17 - a child in need - and Section 47, where there is a need to investigate a significant safeguarding concern or where a specific disability or condition is diagnosed.

Our Early Help model is made up of a combination of services structured around the 4 levels of need, allowing children and families support at the right time and at a level relevant to their need:



This document should be read in conjunction with the LLR LSCB Thresholds document:

Thresholds for access to services for children and families:

<http://irsb.org.uk/uploads/thresholds-for-access-to-services-for-children-and-families-feb-2015.pdf>

#### **4. How to access early help**

To ensure that the best possible support is provided to children and families, there needs to be an early assessment of need considering a child's developmental needs, family and environmental factors and parenting capacity.

In Rutland, this assessment is undertaken through usage of the Early Help Assessment, formerly the Common Assessment framework (CAF). For a full step by step guide to CAF see:

[http://www.rutland.gov.uk/health\\_and\\_social\\_care/families\\_first\\_in\\_rutland/caf\\_forms\\_and\\_documentation.aspx](http://www.rutland.gov.uk/health_and_social_care/families_first_in_rutland/caf_forms_and_documentation.aspx)

In some cases a professional will be able to identify a specific need, but may not be able to provide appropriate support. In this instance the Senior Intervention Officer (CAF/Early Assessment) will signpost the referrer to the appropriate services.

Where the assessment identifies support needs that cannot be met by a single agency or service, there needs to be a co-ordinated response with local agencies working together to support the family. The Team around the Family (TAF) model is used in Rutland to bring together a range of different practitioners from across the children and young people's workforce and sometimes from adult services. The members of the TAF develop and deliver a solution focused plan of support to meet the needs identified through the Early Help Assessment, with a lead professional identified to co-ordinate the support and act as the key point of contact for the family and agencies. Decisions about who should be the lead professional should be informed by the child and their family.

The Senior Early Intervention Officer is available to support practitioners in the lead professional role.

#### **5. Our success criteria and outcomes**

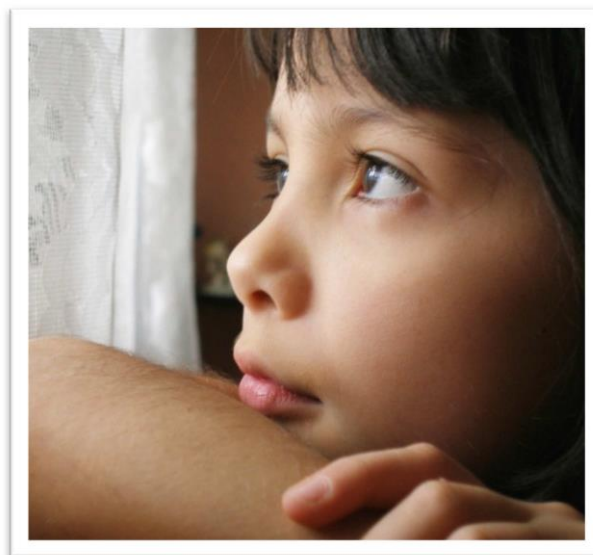
Our Early Help Offer is targeted at achieving our priorities for children and families as set out in the Children, Young People and Families Plan and the LSCB Business Plan 2015/2016. We have identified key actions that will help us to achieve these outcomes.

## Our Actions

1. We identify when children and families need help at the earliest opportunity through robust partnership working and shared intelligence. This will include developing robust front door arrangements.
2. We utilise our Changing Lives programme to create sustainable improvements by tackling the root causes of problems and the factors we know correlate toward negative outcomes for children and families e.g. unemployment, poverty, poor health, family breakdown and generational difficulties.
3. We provide a range of integrated services across early years and in to adulthood. These services will support prospective parents, children in early years, in teenage life and through into early adulthood.
4. We support children with additional needs and their parents and carers in a way that enables them to engage in positive activities in their community.
5. We work across children and adult services to adopt a whole family approach when working with families, ensuring our support recognises all the influencing factors on a child or young person's life.

## 6. Our Early Help Development Plan

Rutland County Council has a 'Families First' document that outlines the early intervention pathway and the CAF processes. The Council also has a document that describes the transfer process for cases that may be escalating to social care or that may be stepping down from social care. The LLR LSCB Thresholds document (2014) describes levels of need in families and the relevant responses that can be delivered by universal, early help or specialist services. In Rutland, the Early Help Strategy will replace the 'Families First' document and the other documents will sit beneath the overarching Early Help Strategy.



The Early Help Offer across the partnership in Rutland requires further development and there is now a greater need for ensuring that an Early Help Offer is co-ordinated and clearly understood by practitioners and managers in the Council and across the partnership, and for these activities to be robustly driven forward by the Children's Trust. This, coupled with the Local Authority being successful in achieving Phase 2 of the Troubled Families programme (Changing Lives), means that early help development should be a focus of attention within the partnership.

Rutland County Council and its partners have a set of priority development themes which are:

1. Building strong partnerships in and beyond the organisation
2. A new simpler Early Help Assessment and a clear pathway to early help services
3. Working across children and adult services to provide a whole family approach
4. A targeted youth offer that is contributing to safeguarding children and young people
5. Children and young people engaged and participating in shaping early help Services
6. A well trained integrated children's workforce
7. Creating sustainability by drawing on existing resources in the community.

## References

1. Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children (March 2013, revised 2015)
2. Field, F. (2010) The Foundation Years: preventing poor children becoming poor adults
3. Tickell, C, (2010), The Early Years: Foundations for life, health and learning
4. Allen, G (2011), Early Intervention: the next steps
5. Munro, E. (2011), The Munro Review of Child Protection ;Final report A child – centered system





## Referral Pathway to Rutland's Children's Services

For general enquiries about services for Children and Families

For information about services, organisations, events and activities, please visit the RCC Services Directory at

[http://www.rutland.gov.uk/education\\_and\\_learning/family\\_information\\_service.aspx](http://www.rutland.gov.uk/education_and_learning/family_information_service.aspx) where you will find information relating to services for:

- Families, children and young people aged 0-19 years
- Families with children and young people who have special education needs and disabilities (The SEND Local Offer)

Within 24 hours

Not Safeguarding



## Useful Contacts:

Rutland County Council  
<http://www.rutland.gov.uk/>

Rutland Family Information Service  
[http://www.rutland.gov.uk/education\\_and\\_learning/family\\_information\\_service.aspx](http://www.rutland.gov.uk/education_and_learning/family_information_service.aspx)

Rutland Children's Duty Team  
Email: [childrensduty@rutland.gcsx.gov.uk](mailto:childrensduty@rutland.gcsx.gov.uk)

Local Safeguarding Children's Board (LSCB)  
[www.lrsb.org.uk](http://www.lrsb.org.uk)

Thresholds of Access to Services for Children and Families in Leicester, Leicestershire & Rutland  
<http://lrsb.org.uk/uploads/thresholds-for-access-to-services-for-children-and-families-feb-2015.pdf>

Working Together to Safeguarding Children (2015)  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/419595/Working\\_Together\\_to\\_Safeguard\\_Children.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf)

NSPCC  
<http://www.nspcc.org.uk/>

Citizens Advice  
<https://www.citizensadvice.org.uk/>

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## PEOPLE (CHILDREN) SCRUTINY PANEL

**19 November 2015**

### Youth Services Review

Report of the Director for People

Strategic Aim:	Creating a Brighter Future for All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster	
Contact Officer(s):	Bernadette Caffrey, Head of Service Early Intervention	01572 720943 BCaffrey@rutland .gov.uk
Ward Councillors	Not applicable	

#### DECISION RECOMMENDATIONS

That the Panel:

1. Note the content of the Youth Services Review Report; and
2. Considers and comments on the options for future action in the proposals for a revised youth service function and structure as detailed in section 3 of this report.

## 1 PURPOSE OF THE REPORT

- 1.1 To provide members of the Scrutiny Panel with information on the current context within which the Council's Youth Services deliver provision for young people; to set out a proposal for a revised youth service function and structure; and present a number of options and considerations for future action.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Services for young people are an integral part of Rutland's Early Help Strategy, 2015 and a priority in the Children, Young People and Families Plan, 2012 - 2015 that will support young people through adolescence and their transition into adulthood. The key aims of youth provision are to:
  - 2.1.1 Ensure young people are supported to function as responsible citizens in their community, to achieve their full potential in education and to utilise positive activities and individual support that improves their well-being and personal and

social development.

2.1.2 Provide young people with opportunities to participate and to engage in local decision making through effective ‘youth voice’ mechanisms.

2.1.3 Respond to emerging local and national issues that are evidencing impact on young people’s health and personal safety, for example mental health and child sexual exploitation.

## 2.2 Purpose of the Review

2.2.1 The intended outcome of the review is to test that the youth offer meets a number of key priorities for the Council – ‘creating a safer and brighter future for young people’; that it is aligned to the structure within the People First review and that it delivers an efficient and responsive service for children and their families in Rutland, especially our most vulnerable.

2.2.2 The review sets out key outcomes of a provision for young people, that are being delivered now by the youth service and that could be delivered in the future. Members of Scrutiny Panel will wish to consider:

- A universal and accessible youth offer that is supported in its delivery by key partners, such as education, police and local community and faith groups so that it is efficient and makes best use of local resources.
- Integrated targeted interventions for young people between 11 and up to 25 years, which deliver measurable outcomes for the most vulnerable young people.
- Enhanced integration with social care and education which helps to ensure that children and young people in our system or leaving our care system are safe, have advocacy support, and have a voice in shaping services to meet their needs.

## 2.3 The Council’s legal duty in respect of provision for young people

2.3.1 The Youth Service is shaped by Section 507B of the Education Act 1996 which requires Local Authorities to secure ‘so far as reasonably practical’ sufficient educational and recreational leisure-time activities for young people 13-19 and up to 25 years (with a learning difficulty).

2.3.2 The service supports the delivery of key statutory functions required of the Local Authority under the Education Act 1996 and Education and Skills Act 2008 relating to securing sufficient suitable education and training provision for all young people aged 16 to 19 years and for those up to 25 years with a Learner Disability Assessment (LDA) or Education, Health and Care (EHC) plan

2.3.3 The Youth Service in itself is not a statutory function and the law did not intend Local Authorities to be the sole provider of such services. Therefore the levels and the breadth of youth provision across the country vary and, locally, many areas, including Leicestershire, have reduced their Youth Service provision significantly.

### Current Youth Service functions in Rutland County Council

2.3.4 The Youth Service has 2 functional areas - Youth Service provision and the Youth Options service and each has its own dedicated team of staff;

2.3.5 Youth Service Provision:

This service provides for young people aged 11 to 19, and up to 25 years, (for young people with a learning difficulty), educational and recreational activities aimed at improving their well-being with a particular focus on personal and social development. The service also includes physical and human resources to support a youth housing project, which will be referred to in more detail later in this report.

Key activity within this functional area includes:

- Supporting young people to participate and engage in the design, review and evaluation of services including the delivery of the Youth Council, Young Inspectors, Young Carers and other 'voice' groups.
- Delivery of activities including weekly youth club provision and a positive activities programme, during the day, in the evening and at weekends in Oakham, Uppingham, the Barracks and some of the outlying villages.
- Targeted one to one services such as mentoring support and advocacy.
- Sexual health and health promotion services funded through public health.

2.3.6 Youth Options Service:

The Youth Options service provides information, advice and guidance to young people aged 16-19 years and up to 25 years where there is a statement of educational need (now Education, Health and Care Plan). The service aims to assist young people to participate in education, training and employment and supports the duty of the authority under the Education Act 1996. The Youth Options team supports the Council to:

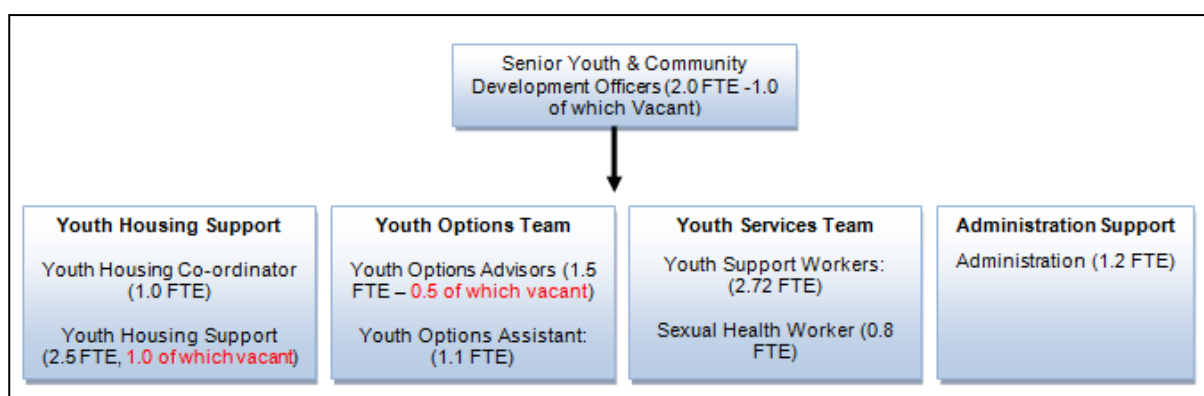
- Secure sufficient suitable education and training provision for all young people aged 16 to 19 years and for those up to 25 years with a Learner Disability Assessment (LDA) or Education, Health and Care (EHC) plan.
- Make available to all young people aged 13-19 years and to those up to 25 years with a LDA or EHC plan, support that will encourage, enable or assist them to participate in education or training.
- To ensure young people receive a suitable offer of education under the 'September Guarantee' and to report on this to the DfE.
- Promote participation of young people aged 16-17 years in education and training.
- Identify and track young people who are, under the Education Act 1996, required to participate and encourage them to engage in suitable education or training.

- A key function of the Youth Options Service is to track effectively young people's participation in education. The Service collects information about all young people so that those who are not participating, or are not in education employment or training (NEET), can be identified and given support to re-engage. Tracking information about young people's involvement in education helps the Council to ensure that suitable education and training provision is available and that resources can be targeted effectively.

### The current staff cohort and structure

2.3.7 The total staff cohort for the Youth Service is outlined below.

The current staff cohort and structure



### 2.3.8 Service Costs

The total cost to the Council per annum for the youth services and associated costs is approximately £420,000, £24,000 of which is met by Public Health to support the sexual health service. The costs of the service are broken down as follows:

<b>Staffing Costs Per Annum</b>	
Youth Options	£83,700
Youth Service	£199,900
Youth Housing (based on current costs)	£38,700
Administration support providing cover across the Early Intervention Services	£22,100
<b>Total</b>	<b>£344,400</b>

<b>Other Service Costs</b>	
Youth Council Budget	£6,100
Youth Activities Budget	£15,000
Building costs, cleaning, utilities, equipment, resource etc.	£43,600
Additional Staffing Cost e.g. travel	£7,000
Sexual Health Contract and Supplies	£4,000



<b>Total</b>	<b>£75,600</b>
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## 2.4 Service Demand

2.4.1 As there is currently no standardised case management system or workflow information system, it is difficult to quantify accurately the current workflow situated within the Youth Service as a whole. There are currently cases open to support and the majority of this case work sits at a 'light' level of intervention, which predominantly involves signposting and offering support of less than 1 hour per week to a young person. Higher level intervention involves more intense case work of up to 2-3 hours per week and forms a smaller percentage of the total workload across the service:

<b>CASELOAD ACTIVITY – SEPTEMBER 2015</b>				
<b>Service</b>	<b>Cases Open</b>	<b>Light Level</b>	<b>Medium Level</b>	<b>High Level</b>
Youth Service Mentoring	22	7	11	4
Youth Options	44	12	14	18
Other – ad hoc advice and guidance				

2.4.2 There are currently 4 youth clubs run by the service each week, in addition to dedicated youth worker time in the youth provision on Kendrew Barracks. The details of club attendance for the latest month are highlighted below.

<b>CLUB</b>	<b>Ave. Attendance 14/15</b>	<b>Ave. Attendance 15/16</b>	<b>New Members 15/16</b>
Jules Oakham (Eve)	24	28	8
Uppingham (Eve)	12	9.5	14
Ketton (Eve)	12	10	5
'Toast' at Jules (afternoon) Oakham	11	10.5	6

*Practice Example – Youth Club provision in Ketton*

*The youth club in Ketton is regularly attended by 8 young people. The club is held in the Methodist Hall once a week in the evening. The club leaders have done numerous*

*promotional events and leaflet dropping to encourage young people to attend. Local people have worked well with youth workers to co-deliver events for the community for both young and older people.*

*Young people report that they are viewed as 'needy or less well off' if they attend the club. There is a busy sports club nearby and the youth workers are investigating the option to house the club within the sports venue.*

Youth Options tracks the details of young people in education and targets those at risk of being Not in Education, Employment or Training (NEET). The current performance for Rutland is as follows;

<b>Youth Options: 16-18 Education Tracking Performance 2015 (August)</b>		
<b>Situation</b>	<b>Number</b>	<b>% of Total</b>
In Education, Employment or Training (EET)	861	96.3%
Not in Education, Employment or Training (NEET)	8	0.6%
* Unknown (No Information)	26	2.9%
Other	2	0.2%
Total Cohort	898	

The unknown cohort includes individuals where their further education destination is unknown and is yet to be verified. These individuals are not counted as NEET and the level of 'unknowns' reduces as the year unfolds and destination data is confirmed. The level of 'unknowns' in September 2014 was 2.1% (19 individuals) and it is anticipated the current unknown level will reduce further during the remainder of the academic year.

2.4.3 In addition the service provides 2/3 youth workers to facilitate the Youth Council meetings, the Young Inspectors programme and the Young Carers group, each group meets once a month in the evenings or at the weekend at Jules House. Groups have an average attendance of 10 young people. The October meeting of the Youth Council was attended by 3 members of the Senior Management Team who worked with the young people to respond to the questions that had been raised by young people at the September Children's Scrutiny Committee. Officers will take back the outcomes of the discussion to the next Committee.

## 2.5 What is working well

2.5.1 There are aspects of the existing Youth Service, both the universal and targeted provision which work and are valued by young people and which the Council would wish to retain, for example:

- There are a number of services in place to support participation and engagement of young people in decision making and in shaping our services in the Council and beyond, these include Rutland Youth Council, Young Inspectors and Children in Care Council which have grown enthusiastic and articulate young people who represent the views of other young people in Rutland.

- The universal youth club sessions achieve out of hours coverage across the County and provides young people with a non-stigmatised service as well as a route to more individualised support.
- The sexual health service is well established, known and used by schools across Rutland providing important health and educational information to young people.

Young people are effectively tracked through education and the service actively supports the Education, Health and Care plans and reviews for children with SEND.

## 2.6 Challenges

There are a number of factors however which inhibit the service being as effective and efficient as it could be:

- a) The service delivers a diverse range of services across the whole week including the evenings resulting in staff capacity and provision being stretched too thinly
- b) The resource available to deploy to the most vulnerable children and young people is limited and increases the risk of young people escalating into higher cost services
- c) The holistic nature of the universal offer makes it hard to define and measure impact and thus value for money.
- d) The service is unable to be dynamic and responsive to new and emerging priorities

### *Practice Example: British Youth Council*

*The service currently supports young people to attend British Youth Council events during the year including conventions and residential trips: this often involves attending conventions across the weekends for 2 members of staff 4-5 times a year plus travel expenses and out of hours support. Ultimately this reduces staff capacity to maintain other services aimed at vulnerable young people such as advocacy, targeted mentoring and Children in Care. Whilst providing such opportunities have value, the impact locally on the most vulnerable young people and the prevention of escalating need is limited.*

#### **British Youth Council Weekend Residential - Cost Example**

Cost	Total
2 Staff Members for 2 days (32 Hours)	£429
Planning - Staff (5 hours)	£ 67
Travel Costs inc Young People	£300
Sleep in Staff Costs (JNC overnight)	£200
<b>Total</b>	<b>£996 which is equivalent to 74 targeted mentoring hours.</b>

#### **British Youth Council one day Convention - Cost Example**

Cost	Total
X 2 Staff Members for 1 day (16 Hours)	£215
Planning - Staff (3 hours)	£ 40
Travel Costs inc Young People	£300
<b>Total</b>	<b>£555 which is equivalent to 42 targeted mentoring hours.</b>

- 2.6.1 The service reaches a large cohort of young people in Rutland, particularly through educational sessions in schools. However analysis of attendees at universal provisions highlights that the cohort of young people engaged regularly is relatively small\*, around 80 young people. Attendance at universal club provisions has remained consistent with relatively low numbers in many provisions and the level of new attendees small.
- 2.6.2 \*The number of pupils on roll at Rutland schools from the last school census in May 2015 and the count of young people recorded on IYSS (Youth Services data base), at the end of May 2015 who were aged between 11 and 19 years old (inclusive) and resident in Rutland is 2,444. This does not include pupils attending independent schools or out of county schools.
- 2.6.3 The youth provision scoping exercise conducted in June 2015, demonstrated that there are a number of existing provisions already in the community for young people over the age of 11 years in Rutland, much of these are provided as extracurricular activities by schools and there are a wide range of sports clubs and associations for young people. There are a number of uniformed groups such as; 4 scout groups and 1 explorer scouts group, 5 girl guide groups and 1 senior section and there are 2 groups of cadets.

*Practice Example: Funding and Community Capacity (Mentoring)*

*The service currently provides one to one mentoring support and youth clubs throughout the week. There are however existing opportunities that are not currently being utilised that could help meet the universal offer and free up staff resource to deliver targeted support. For example the **Police and Crime Commissioner's Office** provides funding to support '20/20' mentoring for young people. Support workers in the Youth Service could be utilised more on building capacity in local communities to sustain universal provisions and enable less reliance on the Council to deliver these services directly.*

- 2.6.4 At present the support available to children, young people and families in Rutland is established for 0-5 years and 11 years plus and there appears to be a gap in provision for families with children between the ages of 5-11 years. The youth offer could play a key role in supporting a consistent and joined up journey for families that spans beyond 11-19 years by placing dedicated youth practitioner time in the Targeted Intervention team. Furthermore the recent consultation exercise with young people across Rutland conducted by Healthwatch, has highlighted the need for provision to support the growing mental health and emotional needs of young people.

### **3 ORGANISATIONAL IMPLICATIONS**

#### **3.1 Proposed Youth Service Model**

This proposal attempts to address the imperative to build resilience in the service to maintain a universal offer for young people and to deliver targeted provision to those most in need within the demands and constraints on the Council's budget in future years; in essence to hold on to what we know works and what is valued by young people. A proposed 'youth offer' and structure might consist of four functional areas:

- i) Integrated support for families - targeted intervention: Dedicated resource which will form part of the targeted intervention team within the early intervention service, working alongside other skilled generalists in the Children Centre, Aiming High programme, the Changing Lives programme and the Intensive Family Support team to deliver a 'whole family' approach. Youth workers would broaden the scope of their work with younger children over 5 years of age, to provide a clear and joined up journey for families and ensure a consistent worker for the young person from 0-19 years and up to 25 years with a learning difficulty, A key consideration is the practical and emotional support our young care leavers need as they transition in to independent living.

Participation, engagement and partnerships: 'Youth Voice' remains central to the Council's early help offer and its intention to deliver the Participation Strategy across the Council. The Youth Council, Children in Care Council, Young Carers Group would be key mechanisms to promoting youth voice and young people's involvement in decision making. This function would be dedicated to ensuring this continues however there is a need to attract more of our under-represented groups or those young people whom are not confident nor have the means to have a voice at school or in their community. There is also the wider purpose of engaging our clients in service design and evaluation and supporting advocacy for children and young people who are receiving our social care services. Additionally the service would focus on helping to build capacity and confidence within the community to deliver universal youth provisions. The role would involve support workers working with town and parish councils, the voluntary sector and our adult education services to identify and train volunteers, to set up provisions and to identify funding to sustain local groups and communities. Work is underway in the service to realise joint working opportunities with our Community Agents, the Oakham Baptist Church, the Army Welfare Service and the Police, who may be a rich source of volunteers to help deliver and maintain universal provisions across Rutland.

- ii) Health and Well-Being: Build on the existing sexual health service by broadening the role to wider mental health and well-being for young people. Key to this includes developing collaborative partnerships with educational establishments to embed effective practice and policy. This area would also include dedicated Child Sexual Exploitation (CSE) work within the healthy schools based education and awareness programme.
- iii) Youth Options: Provide dedicated Options Advisor time to provide advice and guidance to targeted groups and support other practitioners to deliver generic careers advice and support. The support to deliver on the statutory tracking requirement would continue, however further work could be done to engage schools more in providing robust data on both the destinations and the attrition and retention rates for young people accessing education, training and employment. There is the opportunity to align this function more effectively within the Education and Skills service such as the Adult Learning team.

The above functions could be delivered based on the staffing capacity set out and costed below:

Staffing Costs Per Annum					
Role	FTE	Scale	1 <sup>st</sup>	Year	Top of Scale

			Cost	(Years 3-4)
Senior Youth & Community Development *	1.0	P01	£38,400	£41,700
Targeted Intervention Practitioners	1.0	SC6	£29,200	£31,150
Youth Support Workers	2.0	SC5	£51,600	£56,600
Health & Well-Being Officer	1.0	S02	£35, 550	£37,600
Participation, Engagement & Partnerships Officer	1.0	S02	£35, 550	£37,600
Advocacy Worker	1.0	SC6	£29,200	£31,150
Youth Options Advisor (Targeted)	1.0	S01	£32,400	£34,500
Youth Options Assistant	0.5	SC5	£12,900	£14,100
Administration Support to provide cover across the EH service	1.2	SC3	£24,800	£26,500
<b>Total</b>			<b>£289,600</b>	<b>£310,900</b>
<b>Current Staffing Cost</b>			<b>£344,400</b>	<b>£344,400</b>
*Potential Savings if 1 of the 2 Senior posts is retained in the targeted Intervention team and continuation of the £20,000 contribution from public health			<b>£36,400</b>	<b>£33,100</b>

3.1.1 There are a number of proposed Options for Scrutiny Panel members to consider which will have variable savings based on the staffing above:

### 3.1.2 Option 1:

To retain the service in its existing form and continue with all the functions currently delivered and outlined in Section 5 and Section 6 above. This would not achieve any financial saving and would support less effectively the integrated early response for children and young people.

### 3.1.3 Option 2:

Directly deliver a universal offer and have minimal focus on targeted support. Remove youth options service for targeted cohorts, retaining only the statutory tracking requirement and removing the targeted practitioner and advocacy worker. This option will achieve savings in the region of £110,000.

### 3.1.4 Option 3:

To achieve a better balance of universal and targeted provision to those most in need and build on what works. In order to do this the Council will need to reduce the resource it currently deploys on directly delivering universal youth services and adopt a facilitative approach to delivering universal services, or commissioning a provider, possibly in the voluntary sector to deliver generic youth support. This will require a period of transition, for example, youth services staff will work alongside community groups to co-deliver youth clubs to build their confidence and demonstrate good practice. This option will achieve savings in the region of £97,000.

Options 2 and 3 provide an indicative model and approximate costings. Work is underway to carry out a more detailed financial analysis to ensure alignment with

the medium term financial plan before any of the options are implemented. Legal advice has been sought.

3.1.5 There are a number of factors which will require consideration when progressing the Options outlined above, including but not limited to:

- The youth housing project remains suspended and the options to utilise this provision fully have been explored a number of times. Other options to support these vulnerable young people need to be progressed now, for example, to utilise some of the 'Floating Support' budget to support the housing needs of vulnerable groups and also to locate a dedicated youth worker in the care leaver's team to provide emotional and practical support and advocacy to young care leavers in their transition to independence. These may be more cost effective and responsive ways of meeting the needs of this cohort.
- The young housing space, known as 'Jules House', is being used to support other early intervention services and tentative planning and design work is underway with a view to relocating the Visions Children Centre space to Jules House from Catmose College. A more detailed report will be presented to Informal Cabinet.
- Continuing to meet our statutory obligations in relation to youth options and in particular tracking and reporting of destination data, however supporting schools to be more responsible for collecting destination and retention data.
- The risks of reducing a targeted information, advice and guidance service for vulnerable young people, including young people with SEND, would need to be fully understood and mitigated.
- The reduction of universal youth provisions across rural localities and potential impacts on young people, including potential crime and anti-social behaviour associated with reduced access to positive activities.
- The Council will need to consult with young people and seek their views.
- Capacity of the voluntary and community sector to deliver provisions which may require the Council making a financial contribution – 'seed corn funding', to build capacity in the initial and set up phase. Consider the youth service as part of the wider commissioning activity underway in the Council.
- Some of the funding currently provided for youth housing staff through 106 funding revenue allocation (£18,600) and other contributions (£20,000 from Social Care), would need to be considered and would reduce any bottom line saving.
- Further cost efficiencies in the non-staffing and property costs that could be achieved for example, by locating the Children's Centre on the Jules House site.

## **4 CONCLUSION**

4.1 The review of the Youth Services is to ensure that the service is delivering the

Council's priorities now and in the future and that it fulfils its core purpose within an early help offer by providing universal and targeted support for young people in Rutland. The report sets out the current context of the service and identifies the strengths of the service but also the challenges which risk the service not being fit for purpose. A number of options have been set out for consideration, some of which if adopted, will deliver financial savings. The review concludes that Option 3 would provide a better balance of universal and targeted provision to those most in need and will build on what works and is valued by young people now.

## **5 BACKGROUND PAPERS**

5.1 There are no background papers.

## **6 APPENDICES**

6.1 There are no appendices.

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



## PEOPLE (CHILDREN) SCRUTINY PANEL

19 November 2015

### STRATEGIC AIMS AND OBJECTIVES

#### Report of the Chief Executive

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

#### DECISION RECOMMENDATIONS

That the Panel:

1. Notes the details of Report No. 164/2015 and Appendix A to the report; and
2. Recommends to Cabinet any changes to the Strategic Aims and Objectives for 2016-2020.

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

- 1.1 This report provides the Scrutiny Panel with the opportunity to be consulted on the council's Strategic Aims and Objectives and to feed back to Cabinet any comments as part of the consultation process.

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

- 2.1 Cabinet, at its meeting on 15 September 2015, received and considered a report from the Chief Executive recommending that no change is made to the Council's current Vision Statement agreed in 2012. The report further outlined the process to achieve a refresh of the Strategic Aims and Objectives which included consulting with each Scrutiny Panel during October and November 2015.
- 2.2 The current Vision Statement is not proposed to change. It is still considered to be 'fit for purpose' and reflect the overriding aspirations of the Council and the County. The current vision statement is "Rutland is a great place to live, learn, work, play and visit."

2.3 As part of the consultation, the Scrutiny Panel is asked to review the Strategic Aims and Objectives which (along with the Vision Statement) will set a clear statement of the strategic direction for the Council, support decision making and guide resource allocation for the period 2016-2020.

2.4 The current Strategic Aims and Objectives document is attached as Appendix A to Report No. 164/2015 and the whole report is attached to this report for reference.

### **3 ORGANISATIONAL IMPLICATIONS AND CONSIDERATIONS**

3.1 Organisational implications can be seen in the relevant sections of Report No. 164/2015.

### **4 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATION**

4.1 Scrutiny has a role to play in helping the Council to achieve its strategic objectives and to ensure that the Council's policy and budgetary framework is followed, respected and developed to reflect the changing needs and demands faced by the Council in meeting its statutory obligations and community aspirations.

### **5 BACKGROUND PAPERS**

5.1 There are no additional background papers to this report.

### **6 APPENDICES**

6.1 Appendix 1: Report No. 164/2015, Strategic Aims and Objectives – Process.

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## CABINET

15 September 2015

### STRATEGIC AIMS AND OBJECTIVES - PROCESS

#### Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/100715/04	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R B Begy , Leader of the Council	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
Ward Councillors	N/A	

#### DECISION RECOMMENDATIONS

That Cabinet:

1. RECOMMENDS TO COUNCIL that no change is required to the Council's Vision statement
2. Approves the process outlined in the this report to refresh the Council's Strategic Aims and Objectives

#### 1 PURPOSE OF THE REPORT

- 1.1 This report seeks Cabinet approval for the process to review the Council's Strategic Aims and Objectives.

#### 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The current Council vision statement and strategic aims and objectives were approved in the last Council based on Report 63/2012 (attached for reference as Appendix A to this report) at the Council meeting on 16<sup>th</sup> April 2012.
- 2.2 This report established the vision, aims and objectives for the period 2012 – 2016. It is now therefore timely that with the new Council in place to review our current aims and objectives.
- 2.3 The vision statement and aims and objectives form a key strategic document for the Council. They set for the relevant period a clear statement of the strategic direction for the Council. They support decision making and guide resource allocation. As such they provide a fundamental backdrop to decision making.

### **3 THE PROCESS FOR REVIEWING OUR STRATEGIC AIMS AND OBJECTIVES**

3.1 The current Vision statement is not proposed to change. It is still considered to be 'fit for purpose' and reflect the overriding aspirations of the Council and the County. The current vision statement is "Rutland is a great place to live, learn, work, play and visit."

3.2 The following process and timetable is proposed for a review of the Council's strategic aims and objectives.

<b>Action</b>	<b>Timescales and Key Dates</b>
Approval by Cabinet of process and timetable	15 <sup>th</sup> September 2015
Aims and Objectives reviewed by All Scrutiny Panels	1 <sup>st</sup> October 2015 – Adults and Health Scrutiny Panel 8 <sup>th</sup> October 2015 – Places Scrutiny Panel 12 <sup>th</sup> November 2015 – Resources Scrutiny Panel 19 <sup>th</sup> November 2015 – Children and Young People Scrutiny Panel
Aims and Objectives reviewed by the Rutland Local Strategic Partnership and the LSP Sub Groups	October / November 2015 (Date TBC) Workshop to be held in November 2015
Feedback to Cabinet and presentation of final draft	15 <sup>th</sup> December 2015
On-line consultation on draft aims and objectives	16 <sup>th</sup> December to 31 <sup>st</sup> January 2016
Final report to Cabinet	16 <sup>th</sup> February 2016
Cabinet recommendation to Council	14 <sup>th</sup> March 2016

### **4 CONSULTATION**

4.1 It is proposed that during the period 16th December 2015 and 31<sup>st</sup> January 2016 and on-line consultation exercise is undertaken. This will be augmented by a communications programme that will include:-

- A presentation to the Parish Council Forum
- Press releases highlighting the consultation period
- Utilising our annual consultation process about the budget to highlight this consultation
- Displays at our public buildings – Libraries, Catmose and the Museum
- Attendance at key forums with stakeholders

### **5 ALTERNATIVE OPTIONS**

5.1 Alternative options have not been considered.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 The vision statement and aims and objectives form a key strategic document for the Council. They set for the relevant period a clear statement of the strategic direction for the Council. They support decision making and guide resource allocation. As such they provide a fundamental backdrop to decision making.
- 6.2 The costs associated with consultation will be met from within existing budgets and are anticipated to be minimal i.e. circa £500.

## **7 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 7.1 Full Council is responsible for approving the Council's Policy Framework of which the Council's Strategic Aims and Objectives (including the vision statements) form a part. This is set out in Article 4 of the Constitution.

## **8 EQUALITY IMPACT ASSESSMENT**

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

## **9 COMMUNITY SAFETY IMPLICATIONS**

- 9.1 There are no community safety implications.

## **10 HEALTH AND WELLBEING IMPLICATIONS**

- 10.1 There are no health and wellbeing implications.

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

- 11.1 The proposed process and timetable will enable as has happened for previous Council terms the new Council to review our strategic aims and objectives and put in place before the end of the first municipal year a clear revised strategic direction for the Council.

## **12 BACKGROUND PAPERS**

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

## **13 APPENDICES**

- 13.1 Appendix A – Report 63/2012

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Rutland is a great place to live, learn, work, play and visit. We plan to make it better by:

**Delivering, Developing and Supporting existing services:**  
Developing Council Services – including harnessing technology

**Corporate and Council wide priorities:**



Creating a safer community for all	Creating an active and enriched community	Creating a sustained environment	Building our infrastructure	Meeting the health & wellbeing needs of the community	Creating a brighter future for all
<p><b>Anti Social behaviour</b></p> <p>Managing perceptions</p> <p>Tackling low level Anti Social Behaviour</p> <p><b>Community Safety</b></p> <p>Improving road safety</p>	<p><b>Tourism and Market Towns</b></p> <p>Working with partners to encourage sustainable employment</p> <p>Night time economy – managing development</p> <p>Linking our Towns and Rutland Water</p> <p><b>Active Rutland</b></p> <p>Adequate and affordable health and fitness opportunities including the supporting infrastructure</p> <p>Improved access to our countryside through cycling and walking</p>	<p><b>Waste</b></p> <p>A continued focus on reducing waste going to landfill</p> <p><b>Development</b></p> <p>Improved design linked to affordability, sustainability and the character of the County</p> <p>Ensuring the impact of development is managed</p>	<p><b>Employment</b></p> <p>Supporting growth in particular within small and medium Enterprises</p> <p><b>Development</b></p> <p>Retail and Leisure – more choice, capacity, affordability</p> <p>Housing – more affordable, greater choice of tenure in mixed sustainable communities</p> <p>Oakham regeneration</p> <p><b>Transport</b></p> <p>Improved transport supporting employment</p> <p>Affordable, adequate provision, which is accessible and practical</p>	<p><b>Health</b></p> <p>Encouraging people to stay healthy</p> <p>Supporting accessible, local healthcare</p> <p><b>Wellbeing</b></p> <p>Supporting our growing older population</p> <p>Supporting those within our community with complex needs</p> <p>Providing support to those at risk of being homeless</p> <p>Housing and facilities for those with specific needs</p> <p>Responding to changes in the benefits system</p>	<p><b>Families</b></p> <p>Supporting families with problems</p> <p><b>Learning &amp; Schools</b></p> <p>Ensuring adequate school places</p> <p>Support Local Authority funded schools</p> <p><b>Learning linked to employment</b></p> <p>Raise the profile, availability and take up of vocational training and apprenticeships</p>

**This Council takes seriously its place shaping role for our County. However we understand that our ability to influence some areas covered by our strategic aims and objectives may be limited. In many areas the Council will act as a catalyst and enabler rather than being responsible for direct delivery. The aims and objectives above have been designed in consultation with our partners recognising the significant contribution they make to many of the desired outcomes. The Council does not operate in isolation and the progress in all areas will require strong and effective partnership working.**





## CABINET

16<sup>th</sup> November 2015

### Performance Management Report – Quarter 2 2015/16

#### Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/310715/02	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr Roger Begy, Leader of the Council	
Contact Officer(s):	Jason Haynes, Performance and Application Support Team Manager	Tel: 01572 720962 jhaynes@rutland.gov.uk
	Helen Briggs, Chief Executive	Tel: 01572 758201 hbriggs@rutland.gov.uk

#### DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the overall position in relation to performance for the second quarter of 2015/16 and the actions being taken to address areas of underperformance.

#### 1. PURPOSE OF THE REPORT

- 1.1 To report to Cabinet on the Council's performance for the second quarter of 2015/16.

#### 2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 This is the second quarterly Corporate Performance Management report of 2015/16, highlighting performance for the year to date. It is intended to update Cabinet in performance:

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

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

### 3. INDEX OF MULTIPLE DEPRIVATION

- 3.1 Since the 1970s the Department for Communities and Local Government have calculated local measures of deprivation in England. These measures are refreshed roughly every 4 years, although there has been a delay with updating the 2010 release such that figures were only published in September 2015. The indices of deprivation are based on 37 separate indicators, organised into seven distinct domains which are then combined to calculate the Index of Multiple Deprivation.
- 3.2 The Index of Multiple Deprivation is the official measure of deprivation for Lower-layer Super Output Areas (LSOA) in England. It ranks every small area in England from 1 (most deprived area) to 32,844 (least deprived area) and also groups them into 10 equal groups, ranging from the most deprived 10 per cent of small areas to the last deprived 10 per cent.

LSOA's differ slightly in size from wards/parishes as wards/parishes were not considered ideal for national comparison because they can vary greatly in size from fewer than 100 residents to more than 30,000. The LSOA's were designed to improve reporting of small area statistics as each one is to a fairly consistent size (between 1 and 3000 people or 400 and 1200 households).

- 3.3 The seven “domains of deprivation” are as follows:
- The **Income Deprivation** domain measures the proportion of the population experiencing deprivation relating to low income. The definition of low income used includes both those people that are out of work, and those that are in work but who have low earnings.
  - The **Employment Deprivation** domain measures the proportion of the working age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness, disability or caring responsibilities.
  - The **Education, Skills and Training Deprivation** domain measures the lack of attainment and skills in the local population. The indicator falls into two sub-domains: one relating to children and young people and one relating to adult skills.
  - The **Health Deprivation and Disability** domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
  - The **Crime** domain measures the risk of personal and material victimisation at local level.
  - The **Barriers to Housing and Services** domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub domains: geographical barriers, which relate to the physical proximity of local services, and wider barriers which includes issues relating to access to housing such as affordability.

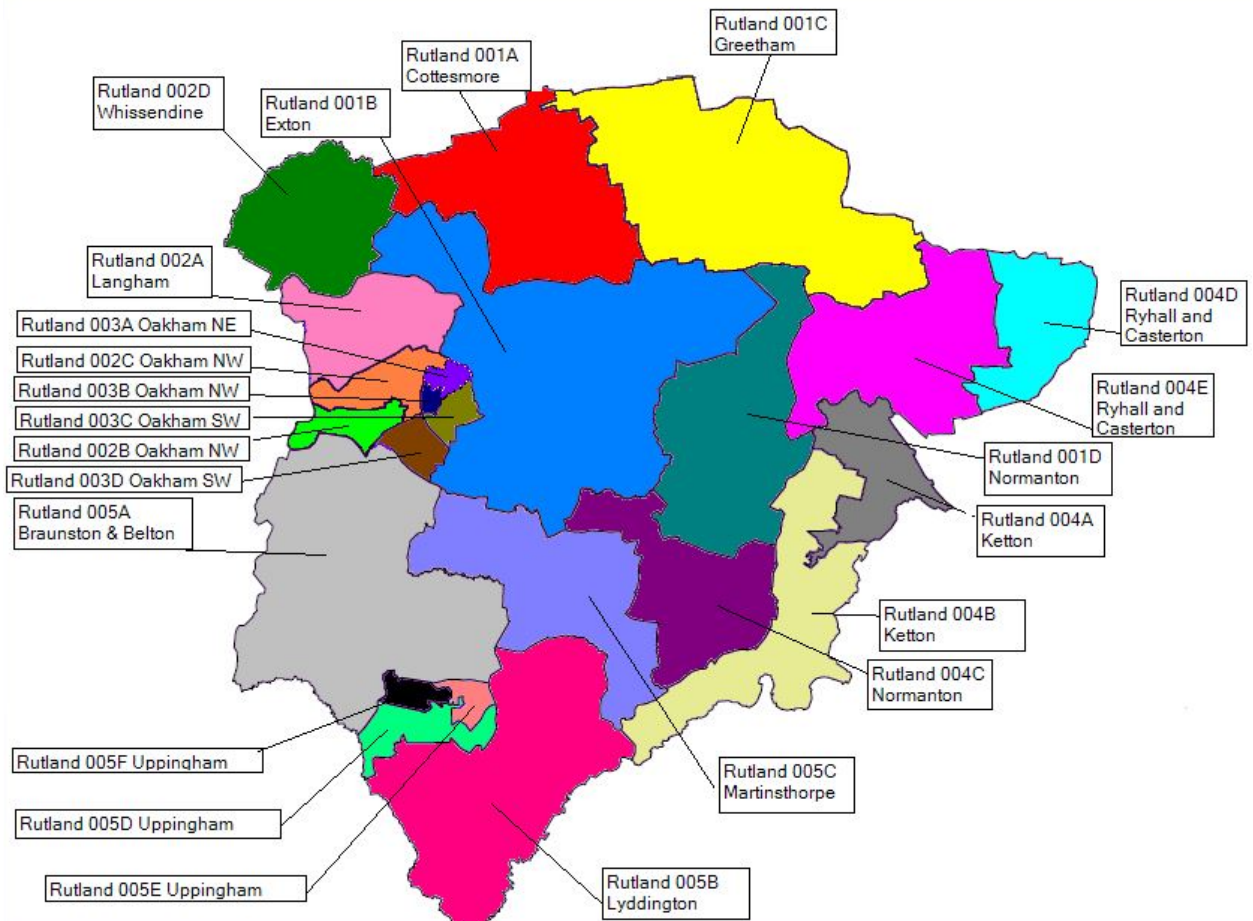
- The **Living Environment Deprivation** domain measures the quality of the local environment. The indicators fall into two sub-domains. The indoors living environment measures the quality of housing; while the outdoors living environment contains measures of air quality and road traffic accidents.

3.4 Where some of these indexes relate to existing measures being reported in this performance report (PI155 Affordable Homes delivered and the Barriers to Housing sub domain for instance) a breakdown of these particular sub domains has been included in the report to give some detail as to which areas of Rutland these mostly relate to.

Fuller analysis of the indices of multiple deprivation covering all of the published domains of deprivation will be included in the Quarter 3 report.

3.5 It is important to note that these statistics are a measure of relative deprivation, not affluence, and to recognise that not every person in a highly deprived area will themselves be deprived.

3.6 The map below shows the 23 LSOA's that Rutland is comprised of:



3.7 The table below shows the 23 Lower-layer Super Output areas that comprise Rutland, and where they are in the main 2015 index. Showing that Greetham is the most deprived area overall in Rutland, falling 14,381<sup>st</sup> and Langham is the least deprived overall, falling 31,269<sup>th</sup> out of 32,844.

LSOA Name		IMD Decile (where 1 is the most deprived 10% of LSOA's)	IMD Rank (where 1 is the most deprived)
Rutland 001C	Greetham	5	14,381
Rutland 002C	Oakham North West	6	16,812
Rutland 001B	Exton	6	17,381
Rutland 005C	Martinsthorpe	6	18,412
Rutland 005A	Braunston and Belton	7	20,122
Rutland 005F	Uppingham	7	21,927
Rutland 005B	Lyddington	7	22,203
Rutland 004A	Ketton	7	22,490
Rutland 004B	Ketton	8	23,962
Rutland 001A	Cottesmore	8	24,572
Rutland 003B	Oakham North East	8	25,002
Rutland 005E	Uppingham	8	25,092
Rutland 004E	Ryhall and Casterton	8	25,768
Rutland 002B	Oakham North West	9	26,634
Rutland 005D	Uppingham	9	26,881
Rutland 004C	Normanton	9	26,969
Rutland 004D	Ryhall and Casterton	9	27,233
Rutland 002D	Whissendine	9	27,755
Rutland 003C	Oakham South East	9	28,673
Rutland 001D	Normanton	9	29,097
Rutland 003D	Oakham South West	10	29,771
Rutland 003A	Oakham North West	10	30,761
Rutland 002A	Langham	10	31,269

#### 4. OVERALL SUMMARY

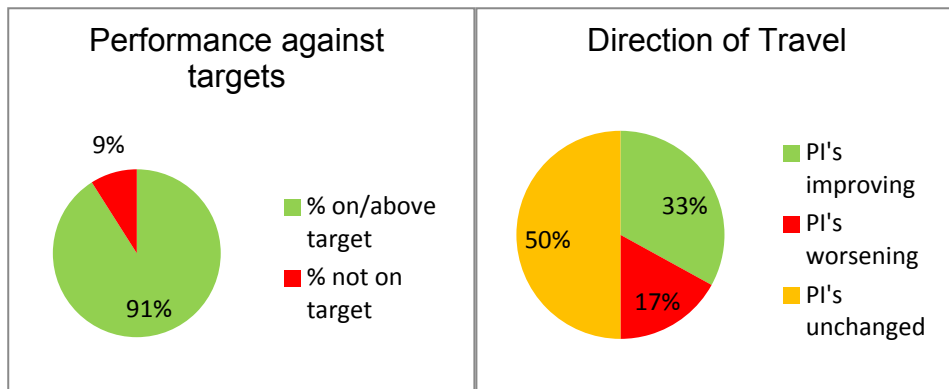
4.1 This report brings together an update on progress across a number of areas:

##### Performance against our Corporate Aims and Objectives

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

##### Overall Performance Summary

The performance against targets graph represents how many indicators are currently above and below target. 91% of indicators are on/above target in Quarter 2. This will be monitored throughout 2015/16 to show direction of travel through the year.



### Corporate Health

4.3 345 Freedom of Information requests were received during Quarter 2, and 97.8% of them were answered within the 20 day deadline (LI004 % of FOI requests replied to within 20 days). Whilst below the target of 100%, this is a further improvement on previous quarters, with only 7 FOI's falling outside of the 20 day target.

Quarter	No of FOI Requests	Completed on time	Quarter %	Cumulative %
2 14/15	244	224	91	91
3 14/15	240	224	93	92
4 14/15	382	367	96	95
1 15/16	392	373	95	95
2 15/16	345	338	98	96.5

The FOI's received during Quarter 2 can be broken down as follows:

Directorate	Number of FOI's	Number/% over 20 day deadline	
People	66	0	0%
Resources	92	4	4.35%
Places (Inc. Land Charges)	184	3	2.19%
Senior Management Team	3	0	0%

### Delivering Council Services within our MTFP



4.4 There were 17 meetings held during Quarter 2, all agendas (LI031) and draft minutes (LI032) have been published on time for these meetings.

During Quarter 2 we received a total of 46 complaints, 27 (59%, LI034) of which were dealt with during the 10 day response period. Steps are being taken to improve the response rate in the future, including ensuring those dealing with complaints remember to promptly notify the Governance team which complaints are responded to, and also putting arrangements in place to make it easier for extensions to be arranged with customers where applicable. The stage 1 complaints received can be broken down as follows:

	Places	Resources	People*
Stage 1 Total	25	5	16*
Number exceeding 10 day response target	8	0	11*
% within 10 day response target	68%	100%	32%*

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

5 of these complaints were escalated to stage 2, 3 of which were responded to outside of the response target time due to the complexity of the issue being dealt with. This course of action was agreed with the customer at the time.

	Places	Resources	People*
Stage 2 Total	3	0	2*
Number exceeding 10 day response target	3	n/a	0*
% within 10 day response target	100%	n/a	0%*

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

We also received comments and compliments as set out below, these are passed onto Heads of Service within the relevant departments to discuss with staff involved.

#### Comments - Total 10

	Places	Resources	People
Total for Directorate	6	2	2

#### Compliments – Total 36

	Places	Resources	People
Total for Directorate	25	7	4

4.5 So far during 2015/16 55% of single assessments (PI060) have been completed within 40 days against a target of 80%. This is due to work within the team to clear out a number of historic cases which is now completed and performance is expected to improve throughout the rest of the year.

5.6% of the eligible population of Rutland are currently claiming benefits as of latest published figures for February 2015 (PI152, working age people in receipt of benefits). In comparison, the average for the East Midlands is 12%, and the national average is 12.5%.

79.8% of the working age population of Rutland is currently in employment (PI151). Of these 12.8% are self-employed. As at the end of September there were 132 people in Rutland eligible to claim Jobseekers Allowance, 18.9% (25) have been claiming JSA for over 12 months (information taken from NOMIS website).

The recently published (September 2015) indices of deprivation has two measures covering employment with data at LSOA (Lower Super Output Area).

The Income Deprivation index measures the proportion of people experiencing deprivation relating to low income and includes both those out of work, and those in work who have low earnings:

LSOA name		Income Rank (where 1 is most deprived and 32,844 is least deprived)	Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 002C	Oakham North West	15,695	5
Rutland 005F	Uppingham	17,390	6
Rutland 005E	Uppingham	19,389	6
Rutland 003B	Oakham North East	21,475	7
Rutland 003D	Oakham South West	22,286	7
Rutland 002B	Oakham North West	22,346	7
Rutland 002D	Whissendine	23,118	8
Rutland 004A	Ketton	23,764	8
Rutland 001A	Cottesmore	25,015	8
Rutland 005C	Martinsthorpe	25,019	8
Rutland 003C	Oakham South East	25,217	8
Rutland 004E	Ryhall and Casterton	26,214	8
Rutland 001C	Greetham	26,750	9
Rutland 002A	Langham	27,165	9
Rutland 001B	Exton	27,183	9
Rutland 004D	Ryhall and Casterton	27,318	9
Rutland 004C	Normanton	27,781	9
Rutland 005D	Uppingham	28,482	9

Rutland 004B	Ketton	28,499	9
Rutland 005A	Braunston and Belton	29,507	9
Rutland 001D	Normanton	29,705	10
Rutland 005B	Lyddington	29,771	10
Rutland 003A	Oakham North East	30,562	10

The Employment index measures the proportion of the working age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness, disability or caring responsibilities:

LSOA name		Employment Rank (where 1 is most deprived and 32,844 is least deprived)	Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 002C	Oakham North West	13,145	5
Rutland 005F	Uppingham	19,610	6
Rutland 002B	Oakham North West	20,997	7
Rutland 003C	Oakham South East	23,561	8
Rutland 003D	Oakham South West	23,774	8
Rutland 003B	Oakham North East	23,849	8
Rutland 005C	Martinsthorpe	24,003	8
Rutland 005E	Uppingham	24,210	8
Rutland 001C	Greetham	24,856	8
Rutland 004A	Ketton	25,591	8
Rutland 002D	Whissendine	25,624	8
Rutland 004E	Ryhall and Casterton	25,922	8
Rutland 001B	Exton	26,006	8
Rutland 001A	Cottesmore	26,046	8
Rutland 005D	Uppingham	26,215	8
Rutland 004D	Ryhall and Casterton	27,833	9
Rutland 005B	Lyddington	28,960	9
Rutland 002A	Langham	29,070	9
Rutland 005A	Braunston and Belton	29,713	10
Rutland 004C	Normanton	30,122	10
Rutland 003A	Oakham North East	30,769	10
Rutland 004B	Ketton	31,149	10
Rutland 001D	Normanton	31,869	10

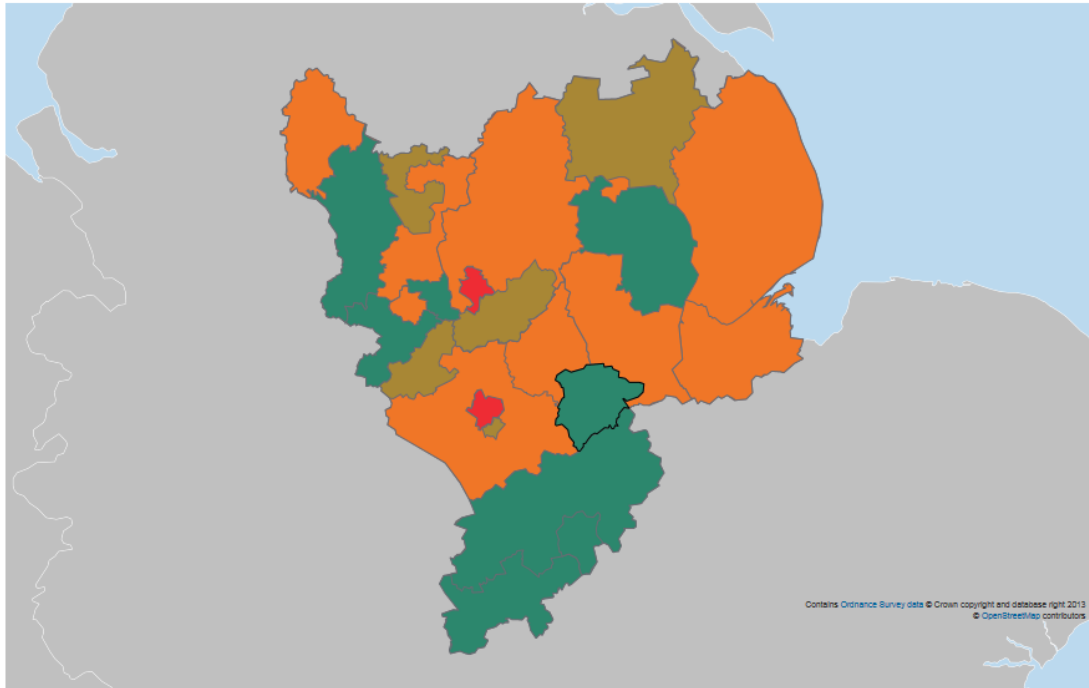
The table below compares the overall employment rate in Rutland with a number of our statistical neighbours and also how each has changed since last quarter.

Local Authority	Overall Employment Rate Q1	Change since previous quarter
West Berkshire	83.5%	+0.5%
Rutland	79.8%	+1.6%
Wiltshire	79.7%	+0.2%
Central Bedfordshire	78.2%	-0.4%



Cheshire East	75.8%	+1.2%
Bath and NE Somerset	75.3%	+0.7%
Cheshire West	72.9%	-2.6%

The map below shows the overall employment rate across the East Midlands at the end of Q2, with authorities above 78.2% shown in green, Rutland is marked with a black border.



#### Creating a Safer Community for All



- 4.6 There have been 4 people killed or seriously injured on our roads so far this year (PI047). Of these 1 was a fatality. There have been no children killed or seriously injured in road traffic accidents (PI048) in Rutland during 2015/16.

The Outdoor sub-domain of the Living Environment measure (part of the indices of deprivation which incorporates road traffic and air quality data) shows that all bar two of Rutland's lower super output areas are in the best 10% for this measure, the two are:

LSOA name		Outdoor Rank (where 1 is most deprived and 32,844 is least deprived)	Outdoor Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 004A	Ketton	24,690	8
Rutland 003B	Oakham North East	27,086	9

- 4.7 43 affordable homes have been delivered (PI155) so far this year, against a target of 33, a further 12 are under construction and if all are completed on time we will be well above target for 15/16. At the same point last year only 15 affordable homes had been completed.

Two measures from the Indices of Deprivation relate to housing, Barriers to Housing and Services looks at physical and financial accessibility of housing and services in the area:

LSOA Name		Barriers rank (where 1 is the most deprived and 32,844 is the least deprived)	Barriers Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 001C	Greetham	70	1
Rutland 005A	Braunston and Belton	182	1
Rutland 005C	Martinsthorpe	650	1
Rutland 001B	Exton	807	1
Rutland 004B	Ketton	1,116	1
Rutland 005B	Lyddington	1,387	1
Rutland 004C	Normanton	2,771	1
Rutland 001A	Cottesmore	5,898	2
Rutland 004A	Ketton	8,005	3
Rutland 003A	Oakham North East	8,014	3
Rutland 005F	Uppingham	8,782	3
Rutland 004E	Ryhall and Casterton	10,138	4
Rutland 002D	Whissendine	10,450	4
Rutland 001D	Normanton	10,878	4
Rutland 004D	Ryhall and Casterton	14,001	5
Rutland 005E	Uppingham	15,637	5
Rutland 003C	Oakham South East	20,403	7
Rutland 005D	Uppingham	21,425	7
Rutland 002B	Oakham North West	23,294	8
Rutland 002A	Langham	23,406	8
Rutland 003B	Oakham North East	24,318	8
Rutland 002C	Oakham North West	24,378	8
Rutland 003D	Oakham South West	28,001	9

The indoors sub-domain looks at the quality of housing available in the area:

LSOA Name		Indoors rank (where 1 is the most deprived and 32,844 is the least deprived)	Indoors Decile (where 1 is the most deprived 10% of LSOAs)
Rutland 005A	Braunston and Belton	3,170	1
Rutland 005B	Lyddington	4,084	2
Rutland 005C	Martinsthorpe	5,013	2
Rutland 001B	Exton	5,599	2
Rutland 004A	Ketton	5,886	2
Rutland 005D	Uppingham	7,997	3
Rutland 001C	Greetham	8,641	3
Rutland 003B	Oakham North East	9,187	3
Rutland 001D	Normanton	9,789	3
Rutland 002C	Oakham North West	11,307	4
Rutland 004D	Ryhall and Casterton	11,429	4
Rutland 004E	Ryhall and Casterton	13,306	5
Rutland 002A	Langham	14,269	5
Rutland 004B	Ketton	14,609	5
Rutland 005E	Uppingham	15,345	5
Rutland 001A	Cottesmore	15,984	5
Rutland 002D	Whissendine	16,032	5
Rutland 005F	Uppingham	17,971	6
Rutland 004C	Normanton	18,791	6
Rutland 003C	Oakham South East	18,942	6
Rutland 003D	Oakham South West	24,425	8
Rutland 002B	Oakham North West	28,990	9
Rutland 003A	Oakham North East	31,970	10

Meeting the Health and Wellbeing Needs of the Community

Q2	9	1	0
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- 4.8 Of the Blue Badge applications processed during Quarter 2 (L1105) 81% have been completed on time, this is a positive improvement on the previous quarter (48%) and moves this indicator back above target.

During Quarter 1, the service was affected by sickness, interim staffing arrangements and competing priorities. However, the service has now been transferred to the Corporate Support team and dedicated time has been allocated to improving performance. Targets are being reviewed to ensure they are SMART and other measures, such as a complete review of the end to end process, are underway. Hopefully the service will continue to demonstrate further improvement throughout 2015/16.

Homeless preventions are slightly up this quarter but the average number of days spent in temporary accommodation (LI130) has dropped back below target in Quarter 2 to 13 days (from 20 days in Quarter 1). There has been an increase in the homeless presentations during the quarter, but at the same time there has also been an increase in the number of vacant properties meaning that the team has been able to nominate a greater number of people from the housing register for these properties.

A dashboard, summarising performance against a number of Public Health indicators is included as **Appendix D**

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

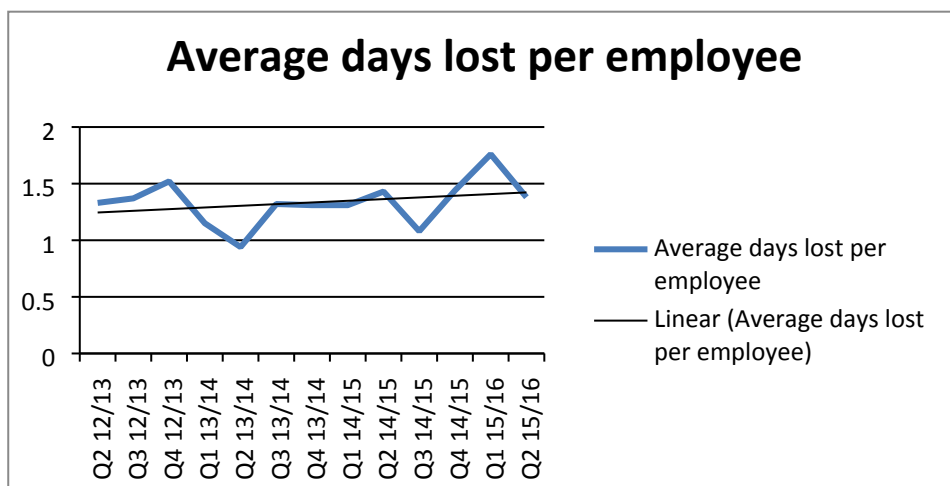
Creating a Sustained Environment

Q2	3	0	0
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- 4.9 Estimated recycling rates (PI192) remain above our 59% target at 65.6%. Household waste figures (PI191 representing the number of kilograms of household waste collected per household) at 109kg per household are below rates from the same period last year when it was 112kg.

Sickness Monitoring

- 4.10 The chart below shows average days lost per employee over the last three years, and following an increase over the last two quarters it has now dropped back to 1.38 days per employee (from a high of 1.76 days in Quarter 1).



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

## Customer Services

- 4.11 Compared to the same time last year call and enquiry volumes have reduced but performance in a number of areas is still below target. This is being addressed through a full review of the service and the management of resources to meet peaks and troughs in service demand.

The daily averages for CST for Quarter 2, when compared to the same time last year were as follows:

	Daily Average	
	Q2 2015/16	Q2 2014/15
<b>Calls</b>	317	373
<b>Enquiries</b>	90	113
<b>Emails</b>	58	62

Customer Services data is currently being reviewed, with the team looking at Govmetric data, coupled with local data on service usage to look at busy periods, identifying which day of the week is busiest, peak hours for abandoned calls, etc. so that the provision of the service can be changed to meet these demands.

According to Govmetric's channel satisfaction index, which looks at the total number of positive responses Local Authorities receive, at the end of August our face to face service was rated joint 3<sup>rd</sup>:

Face To Face				Aug-2015	
Position	Council	Type	Population	Total Feedback Responses	Net Satisfaction
↑	London Borough of Sutton	Unitary	190146	2984	0.85
↔	Hambleton District Council	District	85382	196	0.81
↑	London Borough of Barnet	Unitary	356386	2021	0.69
↑	Rutland County Council	Unitary	37369	201	0.69
↓	Charnwood Borough Council	District	166100	549	0.68
↑	The Royal Borough of Kensington and Chelsea	Unitary	158649	1234	0.68
↓	East Hertfordshire District Council	District	137687	272	0.67
↑	Kent County Council	County	1463740	5673	0.62
↓	Southwark Council	Unitary	288283	1066	0.60
↕	Essex County Council	County	1393587	715	0.59

Call volume figures contain those calls dealt with directly by Customer Services, calls that are forwarded through to other departments for resolution and general switchboard calls.

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

## Safeguarding

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

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

## Outstanding Audit Recommendations

- 4.13 At the end of Quarter 1 there were 53 open audit recommendations (compared to 49 at the end of Quarter 1), 17 of these were overdue for implementation (3 high risk, 11 medium risk and 3 low risk).

Of the three high risk recommendations:

An action regarding the development of arrangements to involve ICT in new projects was agreed. This recommendation is being progressed as part of a wider review of policies, procedures and system management. A suite of project templates have now been produced. They require full review and will then be rolled out across the organisation.

One recommendation relates to the Agresso system to improve controls for setting up new users, amending user privileges and reviewing users' roles. The new Agresso lead is working with the Finance team to develop a process for the review of Agresso roles, starting with those that have been identified as being core business roles that have most risk associated with them. This process will encompass periodic review of roles by Finance and also by team managers where relevant. It is anticipated that this process will be implemented during Quarter 3.

Due to a BACS compatibility issue with the laptops used by other officers there is no separation of duty between the officer setting up benefit payment runs and the officer completing the BACS payments run. Internal Audit recommended that this issue be reviewed in order to resolve the segregation of duty conflict. It has been agreed with IT that systems administration will move to IT and a quote has been provided to give technical training to IT staff to configure the system. This is being pursued however there are still technical issues to overcome.

## **5. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

- 6.1 91% of indicators measured during Quarter 2 were on or above target, with measures in place to improve performance where targets are not currently being met. Main areas of concern have been highlighted in this report and the remedial action being undertaken to improve performance has been identified. Performance will be monitored during Quarter 3 and direction of travel will be reported to show where improvements have been made.

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

## **6. APPENDICES**

Appendix A – Quarterly Performance Report

Appendix B – Customer Services

Appendix C – Safeguarding

Appendix D – Public Health Dashboard

Appendix E – Project Update

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

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## Rutland County Council Quarterly Performance Report Quarter 2 2015/16

## Corporate Health Summary

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

The table below shows the number of days lost by each directorate in Quarter 2, expressed as total days per directorate and days lost per employee.

Directorate	Days lost through Sickness	Headcount as at 1 <sup>st</sup> July 2015	Headcount as at 30 <sup>th</sup> September 2015	Average	Days lost per employee
PEOPLE	456	224	223	223.5	2.04
PLACES	109	145	151	148	0.74
RESOURCES	71	88	90	89	0.80
<b>TOTAL</b>	<b>636</b>	<b>457</b>	<b>464</b>	<b>460.5</b>	<b>1.38</b>

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In Quarter 2, the average number of days lost has decreased to 1.38 (from 1.76 in the previous quarter).

### Quarter 2: Long term and short term sickness

The table below shows the incidence of short and long term sickness absence within the Council for Quarter 2. Long term sickness is defined as more than 20 working days, and short term sickness is defined as 20 working days or less. Data shown is for the number of occurrences, (each non-continuous sickness period).

Directorate	Total Occurrences	No of employees	Long Term	Short Term
PEOPLE	41	34	11	30
PLACES	24	19	0	24
RESOURCES	32	27	1	31
<b>TOTAL</b>	<b>97</b>	<b>80</b>	<b>12</b>	<b>85</b>

## Comparison

The table below compares the sickness for quarter 2 of 2015/16 to that of the previous 3 quarters.

Year	Days lost through Sickness	Average No of employees	Days lost per employee	Days lost per month
Q2 2015/16	636	461	1.38	212
Q1 2015/16	797	453	1.76	266
Q4 2014/15	653	452	1.44	218
Q3 2014/15	494	456	1.08	165
<b>QTR AVERAGE</b>	<b>645</b>	<b>456</b>	<b>1.41</b>	<b>215</b>

## Corporate Health Indicators

2 indicator is currently above target

2 indicators are on target

0 indicator currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI001 - % of invoices paid on time (30 calendar days from receipt)	95%	93%	A	An improvement on Q1 (90.7%)
LI003 - % of audits to be delivered by year end	90%	5%	G	
LI004 - % of FOI requests replied to within 20 days	100%	96.5%	A	345 Freedom of Information requests were received during Quarter 2, with 338 (98%) completed on time.
LI005 – Average number of days to respond to Ombudsman complaints	28 days	-	G	No complaints have progress to Local Government Ombudsman during Quarter 2.












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## Delivering Council Services within our MTFP

8 indicators are currently above target










0 indicators are on target






3 indicator currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI020 - % of Council Tax received	60%	61.3%		
LI021 - % of NNDR received	60%	64.6%		
LI022 – Benefits claims – speed of processing	22 days	15 days		
LI024 – Issue monthly financial reports within 4 days of month end	100%	100%		
LI025 – Statement of accounts produced by 30 <sup>th</sup> June each year	Achieved			
LI029 - % of sundry debt recovered	90%	92%		
LI031 - % of agendas and reports published 5 days before meetings	100%	100%		17 meetings were held during Q2 (with 1 cancelled). All agendas and reports were issued on time.
LI032 - % of draft minutes issued to officers with 5 days of the meeting followed by publication on the Council's website within 7 days of the meeting	100%	100%		17 meetings were held during Q2 (with 1 cancelled). All minutes were delivered on time.
LI033 - % of priority 1 faults closed within SLA	95%	100%		So far during 2015/16 there have been 2 priority one faults logged with the Service Desk (both during Quarter 2), both of which were closed within SLA
LI034 - % of stage 1 complaints answered with 10 day response target	100%	59%		46 complaints during Q2, 27 of which were answered within response time.
LI035 - % of stage 2 responses issued within 10 working days	100%	60%		5 complaints were dealt with at stage 2 during Quarter 2, with 3 responded to on time.

# Creating a brighter future for all – Overall Performance

12 indicators are currently above target	1 indicators are on target	1 indicators currently not meeting target
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Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI060 – Percentage of single assessments for children’s social care carried out within 40 days of commencement	80%	55%		69 single assessments were completed during Q2, with 58% completed within 40 days
PI062 – Stability of placements for looked after children: number of moves	6%	0%		At the end of September there were 32 LAC children, none of whom have had 3 placement moves or more in the last twelve months.
PI063 – Stability of placements for looked after children: length of placement	70%	94%		Out of 32 LAC children, 15 have been in care for 2.5 years or more. Of those, 14 had remained in the same placement for over 2 years.
PI064 – Child protection plans lasting 2 years or more	5%	0%		No change on previous quarters, there are currently no child protection plans lasting more than 2 years.
PI065 – Percentage of children becoming the subject of Child Protection plans for a second or subsequent time within the previous two years	5%	5%		So far during 15/16 15 children have become the subject of a child protection plan and of these 1 has had previous plans
PI066 – Looked after children cases which were reviewed within required timescales	100%	100%		All Looked After Children reviews have been completed within timescales.
PI067 – Percentage of child protection cases which were reviewed within required timescales	100%	100%		All children subject to a CP plan have been reviewed within timescales
PI068 – Percentage of referrals to children’s social care going to assessment	75%	90%		There were 78 referrals made during Quarter 2, with 74 (95%) of them going onto single assessment.
PI109 – Delivery of Ofsted Action Plan for children’s centres	100%	100%		Work ongoing to deliver Action Plan, currently on target.

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI151 – Overall employment rate (working age)	79.7%	79.8%		79.8% of the working age population are in employment in Rutland. Compared to 73.7% (East Midlands) and 73.1% (National average)
PI152 – Working age people in receipt of benefits  151	7.3%	5.6%		5.6% (1,270) of the working age population are currently receiving benefits, compared to 12% (East Midlands) 12.5% (National)  This breaks down as follows:  140 claiming Job Seekers Allowance 610 claiming ESA and Incapacity Benefits 90 lone parents 180 carers 20 on other income related benefits 170 disability 50 bereaved
LI085 – Percentage of NEET (Not in Employment, Education or Training) performance for Rutland	2%	0.8%		Seven 16-18 year olds were classed as NEET at the end of September.
LI126 – Youth provision participation	300	295		
LI163 – Percentage of payments by results claimed for targeted Troubled Families	50%	70%		



## Creating a safer community for all

### – Overall Performance

2 indicators are currently above target

0 indicators are on target






0 indicators currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI047 – People killed or seriously injured in road traffic accidents	12	4		Figures currently only available for July and August, which shows that there has been 1 serious injury during the period
PI048 – Children killed or seriously injured in road traffic accidents	1	0		There have been no child injuries so far during 2015/16







# Building our infrastructure – Overall Performance







4 indicators are currently above target	1 indicators are on target	0 indicators currently not meeting target
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Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI154 – Net additional homes provided	38	62		
PI155 – Number of affordable homes delivered.	33	43		11 affordable homes completed this quarter, with a further 12 under construction and scheduled to be completed this year.
PI157(a) – Processing of planning applications – Major Applications 53	60%	58.5%		This is just under target. However the numbers are small and it is only 5 applications that were over target. The Government has now changed this measure nationally and now includes applications as being within target if the Council and the applicant have mutually agreed an extension of time to determine the application. On the Government’s measure the performance for Q2 is 90.9%.
PI157(b) – Processing of planning applications – Minor Applications	65%	70%		
PI157(c) – Processing of planning applications – Other Applications	80%	88.4%		

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

9 indicators are currently above target	1 indicators is on target	0 indicators currently not meeting target
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Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
L1105 - % of blue badge applications processed within 4 weeks of application	80%	81%		So far during Quarter 2, 125 blue badge applications have been processed, with 101 completed during timescales.
L1107 – Hospital discharges are safe and effective with patients assessed within timescales	80%	100%		
L1111 - % of carers signposted to developed non-statutory services following carers assessment	80%	79%		
L1127 – Child poverty in Rutland  154	9%	7.8 %		<p>Children living in poverty has fallen from 8.4% and currently stands at 7.8% for Rutland. This reduction aligns to falls in child poverty nationally with Rutland still significantly below the national level which currently stands at 19.2%.</p> <p>The Child poverty strategy is now in place and poverty pledges have been provided by key partners, focussing on key issues such as affordable homes and energy efficiency. Although the poverty levels are low in comparison to regional and national data there are areas in Rutland with much higher levels of child poverty than the average for the County and as such services are targeting those areas with information and support.</p>




Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
LI130 – Reduction in the length of temporary stays in B&B	18	13		Homeless preventions are slightly up this quarter.
LI172 – % of Safeguarding Adults referrals screened within one working day	80%	100%		All alerts are looked at and screened by the Senior practitioner or team manager on the day they are received.
LI173 - % Adult Social Care reviews for people with a learning disability completed annually	75%	100%		
LI180 - % of hospital discharges resulting in a fine	5%	1%		There were 45 section 5's during Quarter 2, with 1 resulting in a delays attributable to RCC.
LI181 – Number of Adult Social Care reviews completed within timescales	80%	86%		84 reviews completed so far during 2015/16 with 73 completed on time.
LI182 - % of service users who were still at home 91 days after discharge	90%	90%		Of the 81 patients discharged from hospital to rehabilitation where the intention is for the patient to go back home, 73 were still at home 91 days later.

## Creating a sustained environment – Overall Performance

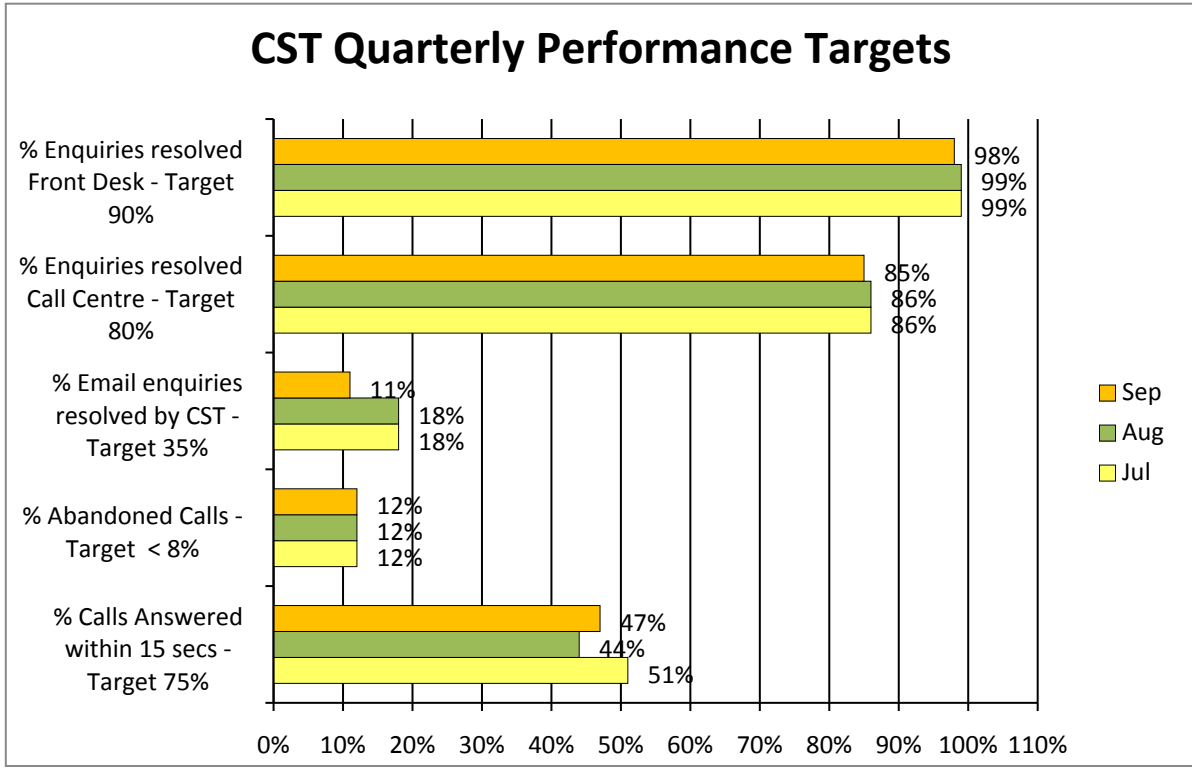
3 indicators are currently above target

0 indicators are on target

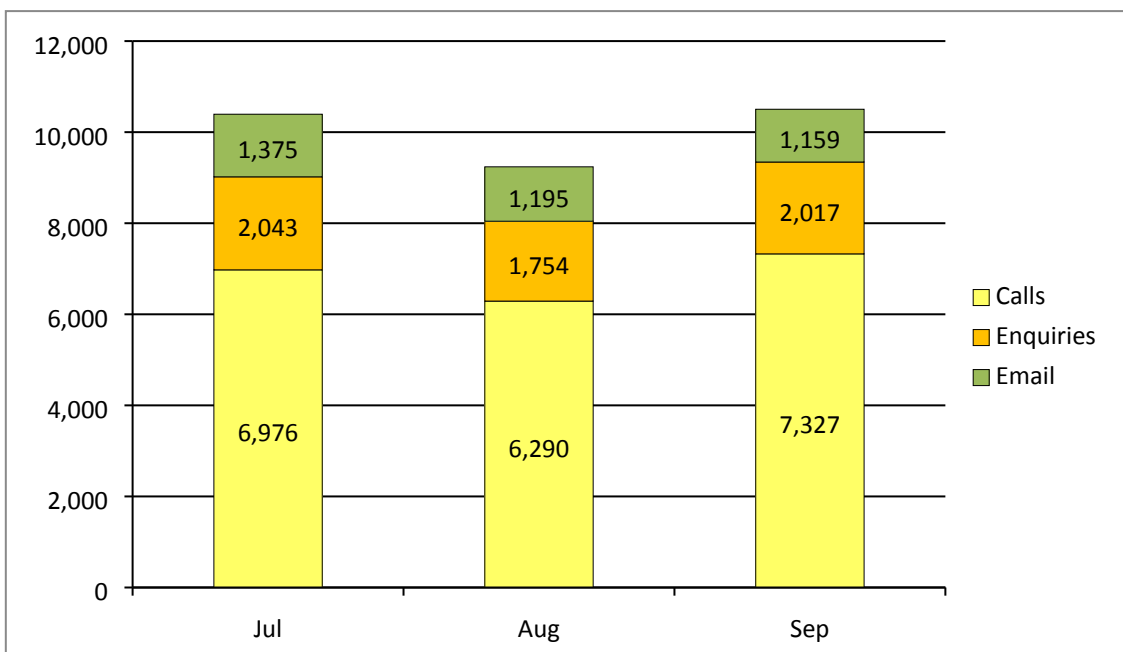
0 indicators currently not meeting target

Indicator	Target	Cumulative Year to Date	RAG Rating	Comments
PI191 – Residual household waste per household	130	109		
PI192 – Percentage of household waste sent for reuse, recycling and composting	61%	65.6%		
PI193 – Percentage of municipal waste land filled	5%	0%		

### CST Quarter 2 Performance



### Volumes

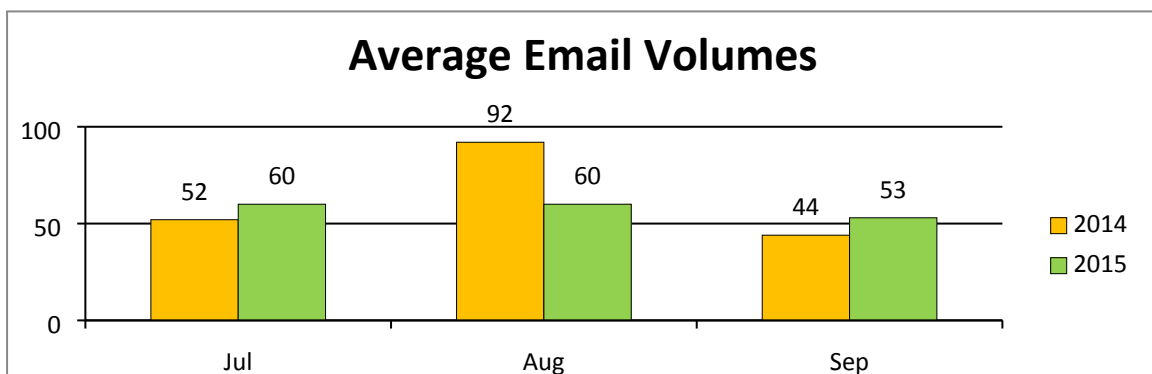
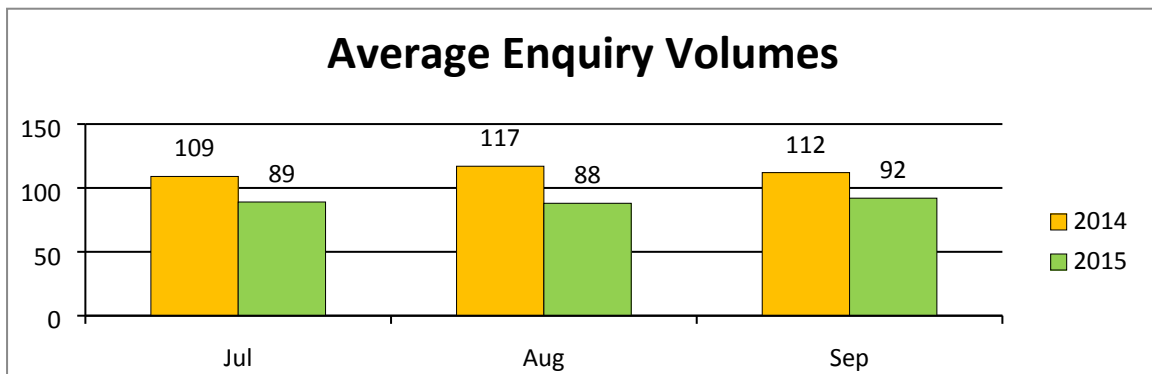
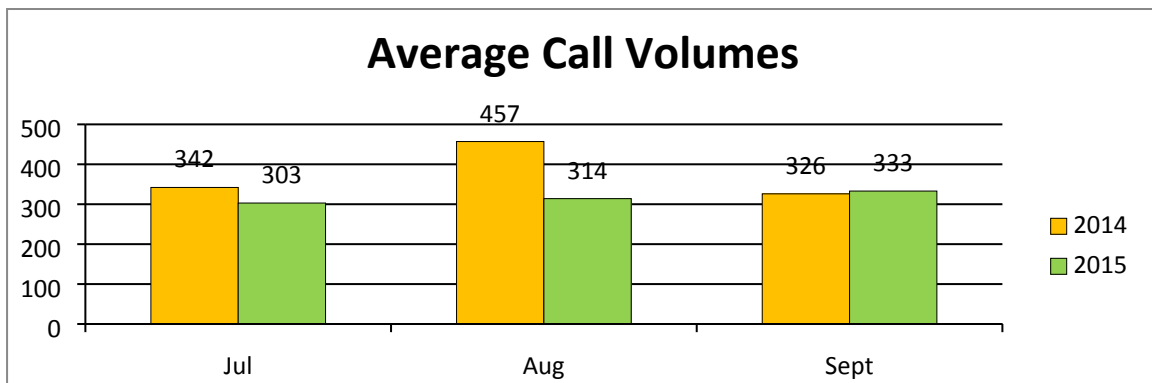


## Volumes – Daily Average

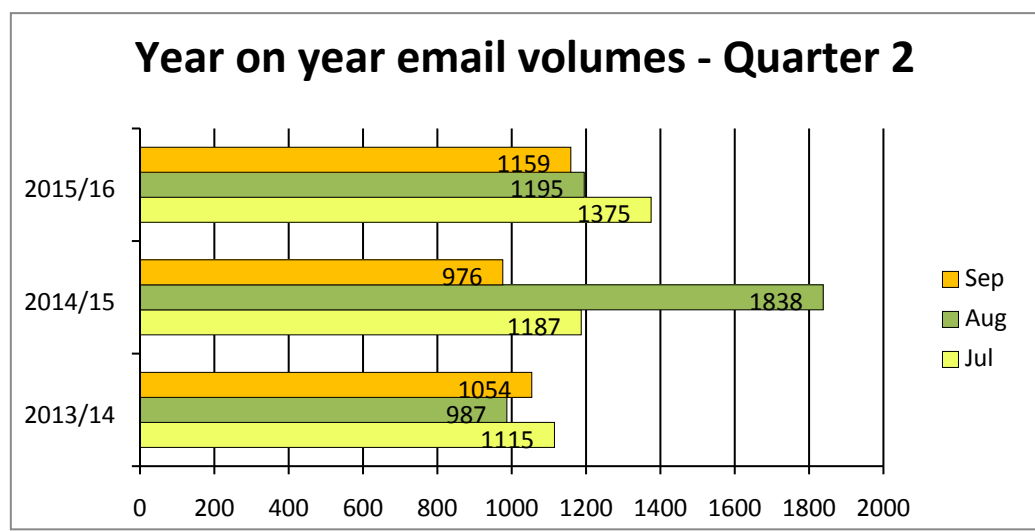
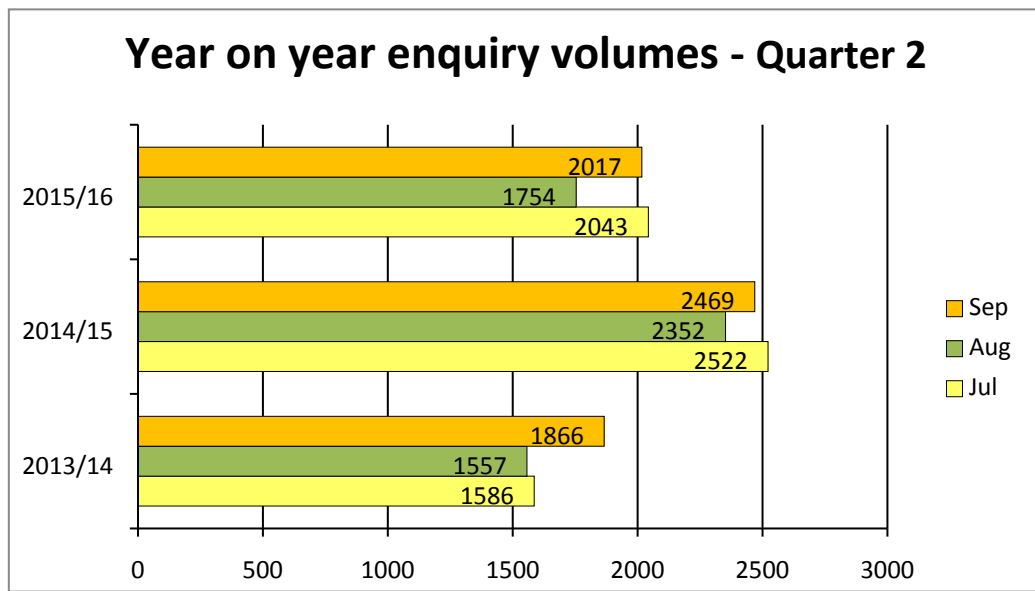
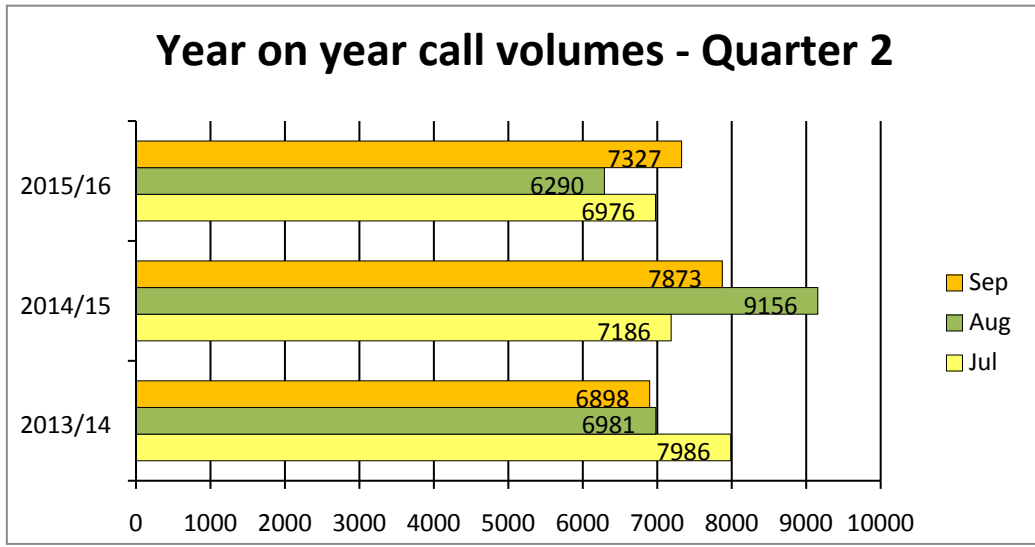
Compared to the same time last year (see below) there has been a general reduction in volume across calls and enquiries throughout Quarter 2.

### Volumes – Daily Average comparison

The charts below show a comparison of the daily average volumes with the same period last year.







## Year on Year Volumes – Q2 2015/16







## GovMetric Q2 2015/16

### GovMetric Summary

<b>Face to Face</b>				Overall Rating
No. of respondents	443	53	80	 Good
%age of respondents	77%	9%	14%	

<b>Telephone</b>	This process is under review as the time taken to assist a customer to leave feedback is affecting the advisors' ability to process calls quickly. The new Customer Service Manager is reviewing Govmetric to establish a better way of providing this service to our customers without compromising our service overall.		
No. of respondents			
%age of respondents			

<b>Web</b>				Overall Rating
No. of respondents	63	24	73	 Average
%age of respondents	39%	15%	46%	

Of the respondents who left feedback on the website, 24 left comments:

- 20 were related to the layout and content of the site and mentioned missing links, pages being out of date or difficulty finding information.
- 2 were positive feedback on the ease with which tip permits can be setup.
- 2 were positive feedback on the information available on the business section of the website.



## APPENDIX C SAFEGUARDING

### Context

This report combines adult and children's safeguarding data and analysis and provides an overview of safeguarding activity in Quarter 2 of 2015/16. It aims to highlight good practice and identify areas for development/improvement which will be incorporated into delivery plans for the relevant service areas. The children's data (except for the re-referral information) is shared with partners as required by the Local Safeguarding Children's Board (LSCB) performance scorecard.

### CHILDREN & YOUNG PEOPLE UPDATE

#### Early Intervention

There were 7 new Common Assessment Frameworks (CAF's) opened in Quarter 2, 2 of which were referred by Social Care, representing 29% of the total number of CAF for the quarter.

5 cases were closed during the Quarter, 1 with their needs met by single agency, 3 by universal services, 1 were stepped up and 1 withdrawn consent.

Rutland	Q1	Q2	Q3	Q4	Total	Reporting Frequency
Number of new CAF's	40	7				Quarterly
Number/Proportion of Children's Social Care referrals that result in a CAF*	8	2				Quarterly
	20%	29%				

\*The proportion of referrals resulting in a CAF is calculated on referrals only, not referrals/contacts

#### Contact referral and assessment

- There was a 8% decrease in contacts this quarter (234 as opposed to 255 in quarter 1). Of those contacts, 33% (78) went on to referral compared to 39% (100) last quarter.
- 58% of all single assessments closed during Quarter 2, were closed within timescales (40 days)
- There were 17 section 47 enquiries during Quarter 2.

	Q1	Q2	Q3	Q4	Total/ Cumulative	Reporting Frequency
Number of contacts to Children's Social Care (include referrals)	255	234				Quarterly
Number of referrals to Children's Social Care	100	78				Quarterly
Number of referrals made by EDT/Out of Hours Team (including those that were recorded as contacts only)	20	3				Quarterly
Number of single assessments started during Quarter	85	74				
No. of single assessments closed, and % closed within 40 days	77	69				Quarterly
	65%	58%				
Number of S47 enquiries	28	17				Quarterly

### Child Protection

- There were 26 child protection plans at 30<sup>th</sup> June 2015. This is a 21% decrease on Quarter 1.
- The largest category of abuse for CP plans at end of September 2015 was emotional, which represented 54% of all plans.
- Of the children with a CP plan for 3 months or more at 31<sup>st</sup> March 2015, 100% had been reviewed within timescales (PI 67).

	Q1	Q2	Q3	Q4	Cumulative	Reporting
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						Frequency
Number of children subject to a CP Plan	33	26			n/a	Quarterly
<b>Number/Rate in each Category of Abuse</b>						
Neglect	5	7			n/a	Quarterly
Physical	0	0			n/a	
Emotional	17	14			n/a	
Sexual	1	1			n/a	
Multiple*	9	4			n/a	
<b>*Breakdown of Multiple:</b>						
Phys/Neglect/Emotional	1	1			n/a	Quarterly
Phys/Sexual	1	0			n/a	
Phys/Emotional	7	3			n/a	
Unborn	0	0			n/a	Quarterly
0 - 4	15	8			n/a	
5 - 9	7	6			n/a	
10 - 15	9	8			n/a	
16+	2	4			n/a	
Male	17	14			n/a	Quarterly
Female	16	12			n/a	
Unborn	0	0			n/a	
Percentage of CP cases which were reviewed within required timescales	100%				<b>100%</b>	Quarterly Target - 100%
Number of CP cases allocated to a Social Worker	100%				<b>100%</b>	Target - 100%

### Looked After Children

<b>Rutland</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Cumulative</b>	<b>Reporting Frequency</b>
Number of Looked After Children	34	31			n/a	Quarterly
<b>Ethnicity of LAC</b>						
White	32	29			n/a	Quarterly
Mixed	2	2			n/a	
Asian					n/a	
Black					n/a	
Other					n/a	
Undetermined					n/a	

0 - 4	9	7			n/a
5 - 9	8	6			n/a
10 - 15	10	11			n/a
16+	7	7			n/a
Male	18	18			n/a
Female	16	13			n/a
Percentage of LAC at period end with 3 or more placements	0%	0%			<b>0%</b>
LAC cases which were reviewed within required timescales					<b>100%</b>
Stability of placements of LAC: length of placement					<b>100%</b>

## ADULTS UPDATE

### Safeguarding Adults Data Collection

79 alerts/enquiries were received in Q2. This represents a significant increase from Q1 and reflects how effectively RCC is now receiving alerts through the single point of contact. The data reflects that individuals know where to raise their concerns as well as providers being confident to inform the Prevention and Safeguarding Team of incidents in residential care.

23 of this number resulted in the implementation of the Safeguarding Adults Procedures.

There was a high profile alert of a resident absconding from a residential care home. Multi-disciplinary work is ongoing to ensure that the remaining residents are safe and there is confidence that the voluntary suspension will be lifted within the next month. The CQC are completing their investigation and will be informing the relevant agencies the outcome and recommendation for lifting the suspension.

Location of alleged abuse	Q1	Q2	Q3	Q4	Total	Reporting Frequency
Community	34	45				Quarterly
Residential	24	34				Quarterly
Unknown	0	0				Quarterly
Source of Referral for all Alerts	Q1	Q2	Q3	Q4		
Primary Health Care	2	0				
Secondary Health Care	4	7				
Adult Mental Health Setting	0	0				
Residential	13	23				
Day Care	1	0				
Social Worker/Care Manager	12	22				
Self-Directed Care Staff	0	0				

Domiciliary	4	4		
Other Care Workers	0	0		
Self	0	1		
Family Member	8	0		
Other Service User	0	0		
Friend/Neighbour	0	8		
Care Quality Commission	2	0		
Housing	3	3		
Education	0	0		
Police	2	4		
Other	2 - EMAS 1 - EDT	Other local authority – 2 3- EMAS 1 – Community Agent 1 - EDT		
Not Known				

### Closed Cases in Quarter 2

Safeguarding Adults performance data is obtained when a case is closed at the end of the Safeguarding Adults process. 9 cases were closed in Quarter 2. Older people have been consistently the largest service user group represented in safeguarding within adult social care services but in this quarter there were 3 investigations closed where the service users had a learning disability.

The proposed model for Adult Social Care is now formalised and the Prevention and Safeguarding Team will continue to process all alerts/enquiries and apply the thresholds of the LLR Safeguarding Adult Policy and Procedures. There is currently a new post within the team being advertised for a Senior Practitioner who will take a lead in investigations in the regulated services.

Outcome	Q1	Q2	Q3	Q4
Substantiated - fully	3	4		
Substantiated - partially	0	0		
Not Substantiated	3	4		
Inconclusive	2	1		

Primary Client Type	Q1	Q2	Q3	Q4
Older Person	3	5		
Mental Health	0	1		
Learning Disability	4	3		
Physical Disability	0	0		

Not recorded	1	0		
<b>Primary Age Group</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
18-64	4	2		
65-74	1	2		
75-84	1	2		
85-94	2	3		
95+	0	0		

<b>Type of Abuse*</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Physical	2	1		
Sexual	0	1		
Psychological&Emotional	4	0		
Financial & Material	0	3		
Neglect & Acts of Omission	2	4		
Discriminatory	0	0		
Institutional	0	0		
Not Known	0	0		

\*Cases may include more than one category

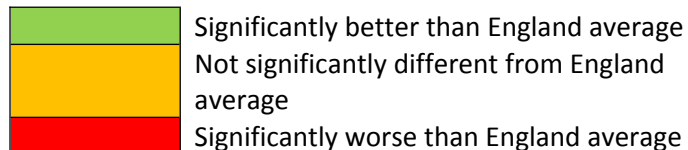
<b>Source of Referral</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Primary Health Care	0	0		
Secondary Health Care	1	1		
Adult Mental Health Setting	0	0		
Residential	4	0		
Day Care	0	0		
Social Worker/Care Manager	1	2		
Self-Directed Care Staff	0	0		
Domiciliary	0	3		
Other Care Workers	0	0		
Self	0	0		
Family Member	1	1		
Other Service User	0	0		
Friend/Neighbour	0	0		
Care Quality Commission	0	0		
Housing	0	1		
Education	0	0		
Police	1	1		

Other	0	0		
Not Known	0	0		
<b>Protection Plans</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Adult Protection Plans accepted by either the service user or the agencies involved	0	0		
Adult Protection Plans not accepted	0	0		
Could not consent	0	0		
<b>Repeat Referrals</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
No of Repeat Referrals	5	2		

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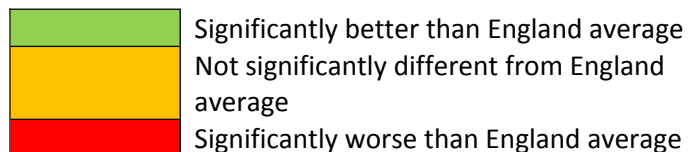
**Public Health performance dashboard**  
**Appendix D**



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

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
A healthier population with increased life expectancy and a reduction in health inequalities	Life Expectancy - Male	Annual	2011-13	n/a	81.2	79.4	1	
	Life Expectancy - Female	Annual	2011-13	n/a	85.7	83.1	1	
	Healthy Life Expectancy – Male	Annual	2011-13	n/a	66.09	63.27	7	
	Healthy Life Expectancy – Female	Annual	2009-11	n/a	71.32	63.95	1	

**Public Health performance dashboard**  
**Appendix D**

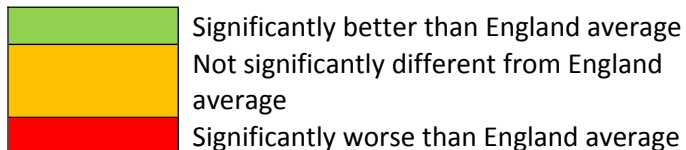


\* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	Cardiovascular Disease (under 75) – mortality rate	Annual	2011-13	23	65.7	78.2	7	
	Cancer (under 75) – mortality rate	Annual	2011-13	44	119.32	144.4	1	
The prevalence of obesity is reduced and people are more physically active	Proportion of children in Reception classified as overweight and obese	Annual	2013-14	80	16.4	22.5	6	
	Proportion of children in Year 6 classified as overweight and obese	Annual	2013-14	96	29.20	33.5	3	
	Proportion of adults (16+) who are	Annual	2012	63	65.58	63.78	8	No trend data currently available

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**Public Health performance dashboard**  
**Appendix D**

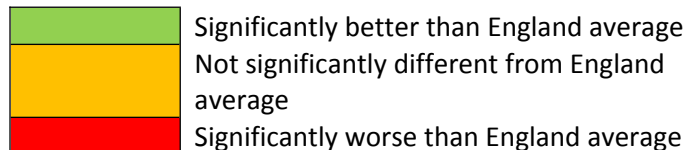


\* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	overweight and obese							
Smoking prevalence and the harm caused is reduced	Smoking prevalence	Annual	2013	n/a	22.3	18.4	4	
The harm caused by alcohol and drugs is reduced	Rate of hospital admissions for alcohol related harm	Annual	2013-14	198.76	521.76	645.13	4	
To help prevent heart disease, stroke, diabetes and kidney disease	Heath Check uptake	Quarterly	Q2 2014/15	463	68.9%	46.3%	1	
To increase the level of wellbeing	Self-reported Well being							
	People with a low satisfaction score	Annual	2011/12	n/a	14.86	24.27	1	No trend data currently available
	People with a low worthwhile	Annual	2011/12	n/a	12.81	20.08	1	No trend data currently available

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**Public Health performance dashboard**  
**Appendix D**

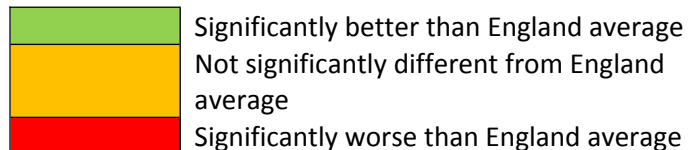


\* Rank out of 11 areas with 1 defined as best performance

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
	score				19.21	29.02	1	No trend data currently available
	People with a low happiness score	Annual	2011/12	n/a	19.21	29.02	1	No trend data currently available
	People with a high anxiety score	Annual	2012/13	n/a	25.44	20.98	11	No trend data currently available
To reduce hospital admissions for falls	Injuries due to falls (aged 65 or over) - overall	Annual	2013/14	166	1924.11	2064	7	
	Injuries due to falls (aged 65 or over) – males	Annual	2013/14	60	1766.75	1661	11	
	Injuries due to falls (aged 65 or over) – females	Annual	2013/14	106	2081.47	2467	4	

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**Public Health performance dashboard**  
**Appendix D**



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

Outcome	Indicator	Frequency	When was data last published.	Number per year	Current Value	National Average	Rank* (in comparison to statistical neighbours)	Trend - Rutland
To increase control of chlamydia	Chlamydia diagnosis adults aged 15-24	Quarterly	Q4 2013	77	2020.6	1785.07	1	
To improve health outcomes and increase healthy life expectancy	% of children living in households where income is less than 60% of median household income	Annual	2012	455	7.8%	19.25%	1	
	Under 18 conception rate	Annual	2013	8	8.2	24.3	1	

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## Appendix E

### PROJECT UPDATE

Project	Scrutiny Panel	Status	RAG
Oakham Enterprise Park Business	Places	<p>Available internal floor space has increased to 97,323 sqft. Tenancy across the site remains high with 92.4% (85 units, totalling 93,046 sqft or 95.6% of floor space) now let or with leases being finalised. There is firm interest in a further 7.6% (7 units, 4,277sqft or 4.4% floor space) and there are currently no units without significant interest. These figures exclude the Active Rutland Hub. An additional 483,270 sqft (11.1 acres) of external space is being marketed for development opportunities or other activities. Of this, 152,847 sqft (31.6% / 3.5 acres) is already leased and we have firm interest in a further 156,920sqft (32.5% / 3.6 acres) for development. The approved capital budget for the project has now been spent so pressures arising from outstanding compliance &amp; repair works have either been funded using the revenue budget or will be reported as additional capital bids. This is the first year we have operated the site at capacity so the position may change depending upon a number of factors which are difficult to accurately predict such as energy use &amp; reliability of plant &amp; building infrastructure. However, whilst the projected surplus for 15/16 has been reduced, future years look set to see a steadily increasing revenue income now that the site has bedded in once the outstanding building control issues have been addressed. Proposals for development of the remaining vacant external areas of the site to provide additional small offices &amp; industrial spaces to satisfy an evident shortfall in local supply.</p>	
Oakham Enterprise Park Sport	Places	<p>Active Rutland Hub is now complete and occupied. The Royal visit and opening have taken place successfully. The final budget for construction has been reviewed and was on target with no overspends. Bookings and space allocation are progressing well.</p>	
Broadband	Places	<p>Phase 1 of the Digital Rutland project has completed to provide fibre infrastructure to 9416 premises. Rutland has seen the highest take up rate in the country for these new fibre based services.</p> <p>Phase 2 detailed planning and surveys are now underway to bring about an increased speed to circa 900 premises within the project intervention area. Deployment of this second phase is expected over the summer of 2016.</p> <p>A further change request form has been issued to BT to</p>	

Project	Scrutiny Panel	Status	RAG
		model how much further fibre can be deployed on a value for money basis to the remaining premises in the intervention area. The outcome of this initial desk top modelling is expected in Mid-February 2016.	
Castle Restoration Project	Places	Castle Site has been handed over to contractors to undertake the construction and repair works, completion is scheduled for the end of April 2016. Majority of trees on the site have been felled in line with planning permission, and restoration works on the bank are underway.	
Community Infrastructure Levy	Places	It is anticipated that the Community Infrastructure Levy (CIL) charging schedule will be adopted at the Council meeting on 11 <sup>th</sup> January 2016 and implemented by 1 <sup>st</sup> March 2016. The process for implementing this new levy will need to be in place by March 2016.	
Welfare Benefit Reform	Resources	Local Council Tax Support Scheme, Discretionary Fund and Crisis Loans will all be reviewed in 2016.  Universal Credit commences in Rutland in October. An introductory event was held with stakeholders. Further member briefing to be held at November Resources Scrutiny Panel.  The budget of 8 <sup>th</sup> July 2015 included further welfare reforms; Officers are reviewing the impact of the Welfare Reform and Work Bill and will continue to do so as the details emerge through regulations. Some information will be presented at the November scrutiny panel.	
Corporate Website Development	Resources	An Officer Working Group is gathering and analysing data on customer contacts to inform the design specification and project plan. Procurement options are being assessed along with a project timeline and resource requirements. A report will be presented to Cabinet to approve the procurement and the establishment of a formal project board at the appropriate time	
School Place Planning –  To monitor the continued growth within the County balanced against the number of pupil places required at all levels within the education system	People (children)	SCAP report completed utilising the latest School data refreshed in May 2015. Brooke Hill extension was partially completed on time and enabled the School to open. Further works on the Playground and car park are ongoing. Uppingham C of E Criteria for funding contract award and selection of builders going to Cabinet 15/12. English Martyrs progressing with their own build. New Primary School Oakham only one School has shown interest Catmose College we have been working with them on suitable options. Secondary provision for the County is adequate although few spaces at Catmose and UCC. Catmose in discussions re utilising additional space provided by the return of RALs and the Cafeteria area.	



Project	Scrutiny Panel	Status	RAG
		<p>RCC consulting on closure we are currently working on options for Post 16 training with CBEC and Catmose college.</p> <p>Harrington Post 16 provision will be taking place on the Catmose College and the planning application has been submitted. The Barleythorpe site is still under consideration for future use.</p>	
Liquidlogic Implementation	People (children and adults)	<p>The Project Initiation Document and scope of the Case Management Transformation programme (CMTP) has been agreed and signed off allowing the programme to progress significantly over the last period. On top of the governance structures being in place, plans have been developed for the technical implementation of the system, together with plans to help introduce business change throughout the social care service.</p> <p>Current work being carried out is according to the planned timescales, and these tasks are on track to be delivered on time. To ensure the local authority is able to cope with the level of change being introduced, the go-live of the Liquidlogic system will be over three dates:</p> <ul style="list-style-type: none"> <li>- Children's and Early Years Modules to be implemented for March 2016</li> <li>- Adults and Adults Finance Modules to be implemented for April 2016</li> <li>- Customer Portal Module will be implemented for May 2016</li> </ul> <p>Data migration from the current RAISE system has begun and training for the staff will commence in October 2015.</p>	
Care Act Implementation	People (adults and health)	<p>We have completed the Care Act Stocktake 5, to be returned to LGA, DoH and ADASS. The questions reflect the highest priority issues at this stage of implementation and assess the impact of the Care Act in the first 6 months of implementation of part 1, the social care reforms. Overall, in our opinion, we are currently on track with embedding the necessary changes required, resulting from the Act and very confident that we will be able to deliver the expected outcomes. We are fairly confident that our partners are actively engaged and very confident that we are meeting our new responsibilities towards Carers. Contacts and activity levels for Cares have increased, as intended. There has been improved screening and signposting following restructuring to enhance our 'front door'. We are now capturing details of the proportionate assessments where no record is made but the assessment has concluded because the person or their Carer has found a resolution to their needs through advice and information given or signposting. We are identifying approx. 80 such contacts per month. The use of advocacy support has improved for those people who would otherwise not be able to fully participate in their assessment and support planning.</p>	

Project	Scrutiny Panel	Status	RAG
		<p>We has assessed ourselves as fairly confident that we are understanding and managing the costs associated with the changes under the Act as this will be dependent on the Comprehensive Spending Review announcement and there are a number of workforce issues to be considered e.g. the impact of the living wage. However, we are fairly confident that our plans relating to the Better Care Fund are starting to address market shaping and integrated working to develop the quality and range of services that local people want and need and which promotes wellbeing.</p> <p>Work is progressing on reviewing our Charging Policy which includes a number of proposals for consideration and also outline our responsibilities in relation to consulting with the public. Work has commenced on agreeing a Workforce Implementation Plan for Adults and a Quality Assurance System.</p>	
Better Care Fund	People (adults and health)	<p>The 2015-16 Better Care Fund programme is progressing well overall. The performance related payment was again successfully secured for Q1 of 2015-16 and the Partnership Board continues to work effectively to manage the S75 pooled budget agreement.</p> <p>New roles are in post, both commissioned and in-house, including the Community Agents, Care Co-ordinator, Memory Advisor, a new In-Reach nurse and an integrated physio secondment working with the Reach team. New ways of working are bedding in and further work is needed to ensure they are resilient to staffing change. Prevention and reablement projects have gained a good foothold, including assistive technology and adaptations. For falls prevention, the training plan is now complete and public awareness projects are being commissioned via grants.</p> <p>The new management and team structure for Adult Social Care is currently being consolidated. This structure, which comprises multi-disciplinary teams in four areas (Prevention and Safeguarding; Discharge and Reablement; Long-term Support and Review; and Community Inclusion), is in itself part helping to achieve BCF objectives.</p> <p>The latest BCF performance data shows that Rutland is on track for the reablement metric (people still successfully at home 91 days after discharge from hospital) and likely to be on target for the Quarter 2 metric on minimising Delayed Transfers of Care. The pay for performance metric, Non Elective Admissions, saw a new peak in July which, although it may not lead</p>	

<b>Project</b>	<b>Scrutiny Panel</b>	<b>Status</b>	<b>RAG</b>
		to the target being missed, merits analysis. The CCG have access to the necessary data to support this.	

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## CABINET

17 November 2015

### QUARTER 2 FINANCIAL MANAGEMENT REPORT

#### Report of the Director for Resources

Strategic Aim:	<i>Delivering Council Services within the Medium Term Financial Plan (MTFP)</i>		
Key Decision: Yes	Forward Plan Reference: FP/310715/03		
If not on Forward Plan:	Chief Executive Approved	N/A	
	Scrutiny Chair Approved	N/A	
Reason for Urgency:	N/A		
Exempt Information	No		
Cabinet Member(s) Responsible:	Councillor Terry King, Portfolio Holder for Resources		
Contact Officer(s):	Debbie Mogg, Director for Resources	Tel: 01572 758358 dmogg@rutland.gov.uk	
	Saverio Della Rocca, Assistant Director - Finance	Tel: 01572 758159 sdrocca@rutland.gov.uk	
Ward Councillors	N/A		

#### DECISION RECOMMENDATIONS

That Cabinet:

1. Note the 2015/16 revenue and capital outturn position as at Quarter 2.
2. Note the proposed transfers from earmarked reserves as shown in the table at Appendix 1, para 1.44 (to be finalised and agreed in the 2015/16 outturn).
3. Note that there are a number of functions which are forecast to be £25k overspent (highlighted in Appendices 4 to 6) but these forecast over spends can currently be contained within overall Directorate budgets.
4. Note that there is one function (Homecare) which is forecast to be in excess of £100k over budget but this can be contained within the overall Directorate budget as set out in Appendix 7.
5. Note that the MTFP includes the Highways saving previously agreed by Cabinet and that work is ongoing to identify further savings and pressures for the future.

6. Note that some Care Act pressures built into the MTFP for 16/17 and beyond can be removed.
7. Approve a £25k investment into school improvement from General Fund resources as set out in Appendix 3B.
8. Approve a sum of £75k for market supplements for social workers for inclusion in the MTFP for 2016/17 onwards as set out in Appendix 3B.
9. Recommend to Council that £812k of the Oakham North contribution from Larkfleet is used to fund decisions already made as per para 2.12 – 2.15 of Appendix 1.
10. Note that the MTFP has been updated since Q1 to reflect various changes as set out in para 3.2 of Appendix 1.

## 1 PURPOSE OF THE REPORT

- 1.1 To inform Cabinet and all Members of the full year forecast position as at Quarter 2 for 2015/16 and to alert them to issues that may impact on the Medium Term Financial Plan to enable them to maintain sound financial management of the Council's operations.

## 2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council approved its 2015/16 budget in February 2015. This section provides some answers to questions that Members might ask about the budget.

	<b>Key questions</b>	<b>Comments and where you can find out more</b>
1	Are we on track to achieve overall budget (within a tolerance of 1%)?	<p>The Q1 forecast revenue position is favourable in that the Council is forecasting a surplus of £415k compared to a budgeted deficit of £610k. Whilst the position looks favourable, there are inevitably a number of important factors on the horizon that could impact this position favourably or adversely. Appendix 1 para 1.7 gives more detail. The Council will keep these issues under review.</p> <p>The budget is split into functions within directorates. The financial performance of each function is shown in summary in Appendix 4 to 6. Further detail can be obtained in detailed workbooks via the Council website.</p> <p><a href="http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending.aspx">http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending.aspx</a></p>
2	What changes have we made to the budget since it was approved?	Since Q1 budget was approved various changes have been made. These are itemised in Appendix 2A.

	<b>Key questions</b>	<b>Comments and where you can find out more</b>
3	Have we got any functions forecast to be overspent by £25k?	Yes, in total 7 out of 74 (4 out of 74 at Q1). There is one in excess of £100k (Homecare). A detailed explanation is given in Appendix 7. Forecast over spends are currently contained with Directorate budgets.
4	Have we got any functions forecast to be underspent by £25k?	Yes, in total 17 out of 74 (15 out of 74 at Q1). Directors review of potential savings that can be carried forward to future years is ongoing.
5	Will we achieve savings built into the budget?	Yes, the budget included service pressure savings of £786k and £300k for PeopleFirst savings. As at Q2 (para 1.34), the Council is on target to achieve savings of £763k of the service pressure savings (para 1.35). The progress against the £300k PeopleFirst savings targets is that £283k has been included with Directorate budgets (para 1.36).
6	Are there new pressures emerging?	Yes, but pressures quantified can be contained within overall budget. Para 1.46 refers to potential pressures on the horizon for next years budget.
7	Are we on track to achieve the overall capital budget?	Yes, para 2.1 of Appendix 1 gives more detail.
8	Are there significant delays on any projects?	No – but the roll out of Digital Rutland project is deferred until 2016/17. Appendix E of the Q2 Performance Report gives more detail.
9	Are there changes to the approved capital programme?	Yes, there has been some reprofiling of the capital programme and other additions. Para 2.4 in Appendix 1 gives a full breakdown of changes.
10	Have there been changes to the MTFP?	The MTFP has been updated since Q1. A full list of all changes is included in 3.2 in Appendix 1. The updates and in particular the Highways savings of c£330k pa and housing growth have had a positive impact of over £3m on predicted balances.
11	Are we on track to receive our budgeted amount for New Homes Bonus (NHB) for 2016/17?	Yes, the target for 2016/17 has been exceeded (paras 3.3 – 3.5 of Appendix 1 give details).
12	Are we on target to achieve the Government estimate on Business Rates retention?	Yes, performance is in line with MTFP expectations. To date there have been no significant appeals lost resulting in a loss of business rates income.

	<b>Key questions</b>	<b>Comments and where you can find out more</b>
13	Is the cost of the Local Council Tax Scheme (LCTS) within budget?	Yes, the LCTS scheme remains under budget (para 3.11 of Appendix 1 gives details).
14	Are we recovering our debts?	Yes, the debt level is down from the year end.

### **3 CONSULTATION**

- 3.1 Formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with officers to assess whether savings and pressures built into the budget may still be needed in 2016/17.

### **4 ALTERNATIVE OPTIONS**

- 4.1 Cabinet is being asked to approve one change to the 2015/16 budget to match fund a £25k investment into school improvement from DSG (Dedicated Schools Grant) with £25k of General Fund resources. Cabinet could choose to reject this request but this may slow down the progress in improving school performance. Details of the request are set out in Appendix 3B (3.1).
- 4.2 Alongside this change, Cabinet are asked to approve market supplements for social workers as a means of facilitating their recruitment and retention and avoiding the need for high cost agency or interim workers. A sum of £75k is requested for inclusion in the MTFP for 2016/17 onwards. Details are set out in Appendix 3B (3.2). Cabinet could refuse this request or defer this decision until the 2016/17 budget is set.
- 4.3 The Council has now signed an agreement with Larkfleet regarding the Oakham North development totalling £4.8 (net of indexation). Council is asked to apply £812k of this funding to various schemes e.g. Adult Soccer (as set out in para 2.15 of Appendix 1). Council could choose to reduce its capital financing costs for those schemes already completed by applying a contribution to offset its capital financing requirement and fund existing schemes via revenue or other available capital balances. Should the Council decide to use revenue balances, there would be an ongoing revenue cost (currently not in the MTFP) of c£35k pa for the next 25 years. As the Council always intended that these schemes would be funded from s106 (should it be received) then applying the Oakham North contribution is consistent with that intention.

### **5 FINANCIAL IMPLICATIONS**

- 5.1 The report highlights the impact of the forecast on the MTFP. The General Fund balances for 2015/16 will increase by c£1.024m above that budgeted based on current forecasts and the approval of school improvement funding.

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

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



a virement to cover any increase. There is one function that falls into this category but no specific request has been made because the overspend can be contained within the overall directorate budget and some functional budgets may need to be rebased due to the introduction of functional budgets (Appendix 7 explains in more detail).

6.2 There are no legal implications arising from this report.

## **7 EQUALITY IMPACT ASSESSMENT**

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

## **8 COMMUNITY SAFETY IMPLICATIONS**

8.1 There are no community safety implications.

## **9 HEALTH AND WELLBEING IMPLICATIONS**

9.1 There are no health and wellbeing implications.

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

10.1 As the Council is required to make savings over the medium term, the Q2 continues to be positive with the Council under budget.

## **11 BACKGROUND PAPERS**

None

## **12 APPENDICES**

Appendix 1	Quarterly Monitoring Report
Appendix 2A	Approved Budget Changes
Appendix 2B	Virements
Appendix 3A	Reconciliation of Directorate Budgets
Appendix 3B	Requests for new investment
Appendix 4	Peoples Directorate
Appendix 5	Places Directorate
Appendix 6	Resources Directorate
Appendix 7	Variances over £100k
Appendix 8	Capital
Appendix 9:	MTFP

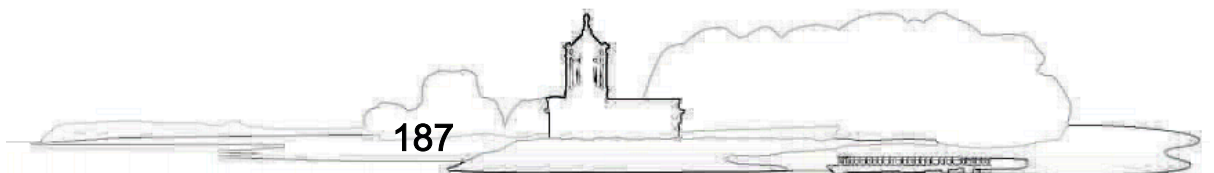
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# Rutland County Council

## **Quarterly Monitoring Report 2015 - 16**



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# 1. Revenue Monitoring

## A The Budget – what is the current budget?

1.1 The current budget is that approved by Council/Cabinet as shown in the Quarter 1 Financial Management Report on 18<sup>th</sup> August 2015 (report No. 153/2015) and subsequently amended following changes made by Cabinet/Council as set out in Appendix 2A and summarised in the table below.

<b>Reconciliation of approved budget to current budget</b>	<b>£000</b>	<b>£000</b>
<b>Approved Net Cost of Services (153/2015)</b>		<b>34,286</b>
Changes already approved (as listed in Appendix 2A)		181
Changes proposed requiring Cabinet Approval (as listed in Appendix 3B)		25
<b>New Net Cost of Services (subject to approval)</b>		<b>34,492</b>
<b>Approved (Surplus)/Deficit (153/2015)</b>	<b>525</b>	
Changes already approved (as listed in Appendix 2A)	60	
Changes proposed requiring Cabinet Approval (as listed in Appendix 3B)	25	
<b>New (Surplus)/Deficit (subject to approval)</b>	<b>610</b>	

1.2 The People First savings target for 2015/16 was £300k. £200k of this saving was identified for Public Health to achieve and at Q1 it was reported that due to contractual issues, Public Health would require 2 years for the reductions in existing spend to be realised. Therefore this saving cannot be achieved until 2017/18 but to mitigate the impact on the general fund deficit for 2015/16 and 2016/17, it has been agreed to transfer the necessary funds from the Public Health earmarked reserve. The transfer of £200k offsets the increase in Net Cost of Services.

## B Overall Position – are we on track to achieve budget?

1.3 The table in para 1.6 sets out the Council's forecast revenue outturn for 31 March 2016 as at the end of September (Quarter 2). The Council's forecast is a surplus of £415k compared to the current budget deficit of £610k and the forecast budget deficit of £82k as reported at the end of June. This is a favourable position in light of the Medium Term Financial Plan requirement for savings to be made and future funding uncertainty.

1.4 The position is better than that reported at Q1 by £497k because of various factors:

- A £250k Highways saving approved by Cabinet (154/2015) which was not included in Q1;
- An increase in investment income from better interest rates and an additional dividend received of £40k from the Heritable bank;
- Extra grant income of £127k - Independent Living Fund (£54k), New Burdens Property Searches (48k) plus a number of other smaller grants (£25k);
- A net movement on transfer from reserves/revenue contributions to capital of £157k. This arises from an additional £300k transfer to reserves (e.g. Winter Pressures, Better Care Fund, Website development and Transport Review) less a transfer from reserve for public health of £200k. There is also an additional revenue contribution to capital of £60k for the repair of the museum boiler;
- The Capital Financing is showing a favourable position (£123k) reflecting the agreed outturn on the 2014/15 capital programme and the repayment of the £597k relating to Adult Soccer; and
- The remainder relates to a net £112k of favourable forecast movements on budgets compared to that reported at Q1.

1.5 Against its budget, the Council is in overall terms £1,024k under budget. The movement on highways, investment income, capital financing and grants explains a substantial part. The remainder relates to a net £482k of under spends on Directorate budgets that will not be requested as budget carry forwards.

1.6 The Revenue budget position at Q2 is as follows:

	<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Q1 Forecast Outturn</b>	<b>Q2 Forecast Outturn</b>	<b>Latest Forecast Year End Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
People	15,651	15,980	15,904	15,634	(346)
Places	12,369	12,385	12,396	12,156	(229)
Resources	5,714	5,694	5,491	5,445	(249)
<b>Directorate Totals</b>	<b>33,734</b>	<b>34,060</b>	<b>33,790</b>	<b>33,235</b>	<b>(824)</b>
Fire Authority	75	0	0	0	0
Better Care Fund Contingency	0	200	200	200	0
Highways Saving	0	250	0	0	(250)
People First Saving	(300)	(17)	(200)	0	17
<b>Net Cost of Services</b>	<b>33,509</b>	<b>34,492</b>	<b>33,790</b>	<b>33,435</b>	<b>(1,057)</b>
Capital Financing	2,020	2,020	2,020	1,897	(123)

	<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Q1 Forecast Outturn</b>	<b>Q2 Forecast Outturn</b>	<b>Latest Forecast Year End Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Interest Receivable	(116)	(116)	(176)	(225)	(109)
<b>Net Operating Expenditure</b>	<b>35,412</b>	<b>36,396</b>	<b>35,633</b>	<b>35,107</b>	<b>(1,289)</b>
Financing	(32,696)	(32,776)	(32,796)	(32,924)	(148)
Transfers to/(from) reserves	(1,167)	(1,676)	(1,586)	(1,263)	413
Revenue contributions to capital	880	520	686	520	0
Appropriations	(1,855)	(1,855)	(1,855)	(1,855)	0
<b>(Surplus)/Deficit</b>	<b>575</b>	<b>610</b>	<b>82</b>	<b>(415)</b>	<b>(1,024)</b>
<b>General Fund 1 April 2015</b>	<b>(9,227)</b>	<b>(9,675)</b>	<b>(9,675)</b>	<b>(9,675)</b>	<b>0</b>
<b>General Fund 31 March 2016</b>	<b>(8,652)</b>	<b>(9,065)</b>	<b>(9,593)</b>	<b>(10,090)</b>	<b>(1,024)</b>

1.7 Whilst the overall position is favourable, there are a number of issues and factors that could change and impact on the final outturn position as follows:

- The Government announcement delaying the introduction of some of the Care Act changes has been reviewed and the impact assessed for both 2015/16 and for future years (para 1.42 to 1.44 gives further detail). Recent Government announcements would suggest that for 2015/16 no clawback of funding will occur, however this is still uncertain;
- The budget includes a Better Care Together/Better Care Fund contingency of £200k. It is still uncertain as to whether this is required. As this funding is earmarked for Adult Social Care, any unused funds will be transferred to earmarked reserves for future use;
- There are a significant number of volatile and demand led budgets and there have been fluctuations between Q1 and Q2 due to activity changes. These budgets are difficult to predict. For example, the social care budgets are impacted not only by caseload, but also the complexity of care packages, the extent to which individuals have to contribute towards the cost of their care and whether Continuing Health Care (CHC) funding is available; and
- Within the Directorate forecasts, there are still posts covered by Interim/Agency staff where recruitment is taking place. The outcome of recruitment activity could have an impact on the forecast.

## **C Directorate spend – what’s the latest position at directorate level?**

- 1.8 At Q1 due to the move to functional budgets and the impact this had on certain areas of the People Directorate budget, it was agreed that as part of Q2 the Finance team would work with the People Directorate to rebase some of the functional budgets if this was required in preparation for 2016/17 budget setting. This rebasing exercise has taken place and will be used to support the setting of the 2016/17 budget for the People Directorate.
- 1.9 Directorate budgets have been updated in the quarter to reflect any adjustments as detailed in Appendix 3A. Directorate budgets do not include any support service budgets. The support service recharge budgets will be allocated to services at the year-end in line with the actual costs for support services. This enables Members to monitor any over or under spends on support services throughout the year.
- 1.10 A full analysis of Directorate performance in respect of each function is provided in the accompanying Budget Excel file which is available on the Council website at:

[http://www.rutland.gov.uk/council\\_and\\_democracy/council\\_budgets\\_and\\_spending.aspx](http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending.aspx)

### ***People Directorate***

- 1.11 The People Directorate budget has been revised in the quarter from £15,979k to £15,980k. Some of the changes are between functions e.g. Learning Disability Vehicles have transferred from People Directorate to Places Directorate. Other key changes are as follows:
- Adults and Health (Ringfenced) budget has increased by £200k which is being funded from the Public Health Earmarked Reserve and therefore does not impact on the General Fund; and
  - Adults and Health (Non Ringfenced) budget has been decreased by £195k, being £133k of People First savings and £62k of services transferred to other Directorates.
- 1.12 In overall terms, the People Directorate is under budget by £346k. There are however some big variances as shown in Appendix 4. Some of the variances only exist because the budget has not been rebased as explained in para 1.8. If the budget had been rebased the key variances to budget are as follows:
- An under spend on the Better Care Fund of £75k which will be transferred to reserves;
  - An under spend on staffing budgets within Adults and Health (non Rengfenced) of £213k due to vacancies; and



- An over spend on Childrens staffing of £3k due to use of agency staff to cover vacant posts and long term sickness.

1.13 Members trying to track how spending has moved from the first to second quarter may find it difficult with the budget having changed (in areas where there is no change, the quarter 1 and 2 figures are comparable).

1.14 The following table explains how the forecast of £15,634k (Q2) compares to £15,904k at Q1 by taking the Q1 forecast and creating an expectation for Q2 which can then be compared against the actual Q2 forecast.

Area	Amount	Comments
<b>Q1 Forecast</b>	<b>£15,904k</b>	
People First (Public Health) Saving	(£60k)	As part of the People First savings, it has been agreed to use £200k of Public Health resources to fund initiatives currently funded outside public health. Services that can be funded this way have now been agreed by the Director of Public Health and Director for People and the transfer of these services has now been implemented. For People Directorate, they are as follows: £17k contribution towards the cost of Citizen's Advice Bureau contract and £43k Healthy Homes service under supporting independence.
Public Health	£200k	As per para 1.2
Blue Badge	(£28k)	The Blue Badge forecast was included within the People Directorate for Q1 but has since moved to Resources.
Vehicles	(£34k)	The Learning Disability Vehicles were included within the People Directorate for Q1 but are in Places at Q2.
Youth Housing Project	(£19k)	The transfer of £19k s106 funding for this project was included within the Q1 forecast but is now not forecast to be used this year.
<b>Q2 expected forecast</b>	<b>£15,963k</b>	
<b>Q2 actual forecast</b>	<b>£15,634k</b>	
<b>Difference</b>	<b>(£329k)</b>	The favourable difference between Q2 expected and actual means that the Directorate is spending less than it envisaged at Q1.
<b>Explanation</b>		
Better Care Fund	(£52k)	Forecast spend has decreased due to delays in recruitment of staff on Crisis Response and

Area	Amount	Comments
		cost of community agents. Any under spend on BCF is ringfenced and will be transferred to reserves at year end.
Non BCF Contract and Procurement	(£40k)	At Q1, it had been assumed that 3 vacant posts within the Contract and Procurement team would be recruited by end of September. Due to the review by the new team manager and the need to assess the requirement for the posts, recruitment has been delayed and it is now forecast that 2 posts will be recruited to in Dec/Jan.
Childrens and Adults Duty Social Care	(£60k)	There has been a high turnover of staff in this area which has resulted in savings as a result of the timing difference between a member of leaving and the recruitment of a suitable replacement.
Non BCF Supporting Independence	(£35k)	The Council assumed the winter pressures funding would be spent at Q1 but due to difficulties in identifying suitable partners for the step up step down scheme the CCG have agreed that the balance of £81k can be carried forward for use in 2016/17. There has been an increase in forecast spend on Reach/Reablement and supporting independence staffing due to use of agency staff to cover vacant posts.
ASC Direct Payments (DPs)	(£109k)	Increase in income as a result of charging Leicestershire County Council for the sitting service (£41k) plus a reduction in anticipated spend on care packages following reviews of numbers of service users likely to receive Carer Support and Physical Disability DP's (£60k)
ASC Residential and Nursing	(£67k)	Since Q1, the number of people in residential care has remained fairly static at 129. However, there has been better use of the block contract for Older People resulting in fewer spot purchases and therefore the forecast spend has decreased. A number of residents in receipt of Continuing Healthcare (CHC) funding have been reviewed by Health and this has led to changes in levels of CHC being received. Service user contributions have also been reviewed and this has led to a decrease in the income forecast.

<b>Area</b>	<b>Amount</b>	<b>Comments</b>
Fostering and Adoption	£40k	Increase in spend as two additional placements since Q1 have taken place, one of which is a costly independent foster agency placement (£77k) offset slightly by vacancy savings.
Childrens Social Care	(£11k)	Vacancy savings offset additional pressures from Agency staff and additional support given to family with 5 children to prevent children being taken into care.
Schools	£25k	The Council has agreed with the Schools Forum to invest resources into school improvement given current performance levels. The budget was set based on an agreement that the General Fund would fund £25k matched by £25k from the DSG and that a further £25k would be released subject to approval.
Social Worker Market Supplements	£44k	Due to issues in recruiting and retaining social workers, it is proposed to pay a market supplement for social workers. For existing staff, the first payment would be in December 2015 and is estimated to cost £44k. (See Appendix 3B)
Other variations	(£64k)	Various minor changes to functions.
	<b>(£329k)</b>	

### *Summary*

1.15 Whilst the directorate has a number of overspends which exceed the £25k and one forecast which exceeds £100k, no formal request for budget changes are being made at this time as the overspends are contained within the overall Directorate budget. Whilst the directorate is not formally requesting an increase in funding at this time, Appendix 7 shows the position on Homecare which is £284k overspent.

### **Resources Directorate**

1.16 The Resources Directorate is £249k under budget. The budget itself has been revised in the quarter from £5,666k to £5,694k. This is due to the transfer of the Blue Badge function of £28k from People Directorate to Corporate Services within the Resources Directorate.

1.17 The key reasons for the under spend is Information Technology (£80k) due to the implementation of the website being deferred; Revenues and Benefits (£75k) due to better than predicted recovery of overpayments of housing benefit; and an underspend in Financial Support (£38k) as

demand for council tax discretionary fund and crisis loans is less than anticipated.

1.18 As noted above, the forecast has changed in the quarter with IT forecasting to be underspent by £80k. This is mainly due to work on the Web Site budgeted at £100k but only £30k of which is likely to be incurred in 2015/16 (£70k underspend is to be requested to be carry forward to fund the remaining works in 2016/17).

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

### **Places Directorate**

1.20 The Places Directorate budget has been revised in the quarter from £12,741k to £12,385k. Some of the changes are between functions e.g. budgets amalgamated but the two key changes relate to Public Health and Highways savings (noted in the table below).

1.21 In overall terms, the Places Directorate is under budget by £229k as shown in Appendix 5. Members trying to track how spending has moved from the first to second quarter may find it difficult with the budget having changed. (In areas where there is no change, the quarter 1 and 2 figures are comparable).

1.22 The following table explains how the forecast of £12,156k (Q2) compares to £12,396 at Q1 by taking the Q1 forecast and creating an expectation for Q2 which can then be compared against the actual Q2 forecast.

<b>Area</b>	<b>Amount</b>	<b>Comments</b>
<b>Q1 Forecast</b>	<b>£12,396k</b>	
Highways	(£250k)	The Highways saving of £250k was not included in the Q1 forecast.
Public Health	(£140k)	The transfer of the Public Health Contribution as part of the People First Saving had not been finalised at Q1 and was therefore not in the forecast. The transfers are as follows: £92k Active Recreation; £5k Libraries; £31k Homelessness prevention; £12k Sustainable Transport. All use of Public Health funds have been agreed by the Director of Public Health and Director for People.
Vehicles	£34k	The Learning Disability Vehicles were included within the People Directorate for Q1 but now included in Places.
<b>Q2 expected forecast</b>	<b>£12,040k</b>	
<b>Q2 actual forecast</b>	<b>£12,156k</b>	

<b>Difference</b>	<b>£116k</b>	The adverse difference between Q2 expected and actual means that the Directorate is spending more than it envisaged at Q1.
<b>Explanation</b>		
Waste	£44k	Forecast spend has increased due to an increase in tonnages including an under accrual of 14/15 costs of £23k (total £31k) and increase in repairs and maintenance at Civic Amenity sites (£9k).
Commercial and Industrial Properties	£83k	Increase in expenditure at OEP as a result of building control compliance works - £47k and increased expenditure at Pit Lane due to company surrendering a lease having insufficient funds to cover the full costs of dilapidations. The company has ceased trading and a negotiated settlement of £5k has been reached.
Building Control	£35k	Reductions in expected income due to increased competition in the market place and the settlement of a dispute over a contract in full rather than over the 3 years originally agreed.
Transport Management	(£47k)	At Q1 it was assumed that the grant of £100k received for the Transport Review would be spent in 2015/16. It is now anticipated that only £28k will be spent. Some of this underspend is being offset by a forecast overspend on Travel for Rutland of £25k.
	<b>£116k</b>	

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

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

1.24 In line with the Financial Procedure Rules para 4.10, Appendix 2B includes a full list of budget virements between functional budgets undertaken by Directors since Q1.

1.25 Where Directors wish to increase a functional budget by over £100k or a budget is expected to be £100k overspent or they anticipate that the overall Directorate budget is likely to be overspent (there is no de-minimis level) they must seek approval in advance from Cabinet or Council for a virement to cover any increase or report retrospectively. This is particularly relevant for demand-led budgets or where the Council has a statutory responsibility to provide a service.

1.26 The table below summarises the overall position at the end of Q1:

Directorate	Within budget?	Ceilings > £25k overspent?	Requests for budget changes?
Places	Yes	No	No
Resources	Yes	No	No
People	Yes	Yes	Yes, Appendix 3B

1.27 In line with the above budget managers are requesting investment in new services as set out in Appendix 3B.

### E Fees and charges income – are key income budgets on target?

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

Income Description	Current Budget £000	Q2 Forecast £000	Variance £000
Charging for Residential Accommodation	869	878	9
Parking Income	486	475	(11)
Rents from Business Units and Business Park	404	459	55
Fairer Charging income	335	259	(76)
Planning Fees	327	450	123
Building Regulations	188	136	(52)
Waste management - Sale of Recyclables	131	127	(4)
Registrars - Births, Marriages etc.	101	125	24
Active Rutland Hub	93	48	(45)
Licensing - Premises, Traders, Events etc.	76	80	4
<b>Total</b>	<b>3,010</b>	<b>3,037</b>	<b>27</b>

1.29 Residential care charging income can be volatile as it is based on caseload and the assessed package. The forecast is based on the current caseload and estimated weeks in care and is broadly on target.

1.30 The reduction in forecast on the Fairer Charging income is due to a combination of a reduction in numbers of individuals contributing higher amounts towards the cost of their care and new starters being assessed as having to make a small or no contribution.

1.31 Planning Fees are exceeding targets due to 5 large Planning Applications being received.

1.32 Building Regulations income has reduced significantly due to increased competition in the market place.

1.33 Active Rutland Hub income forecast has decreased due to the budget being set based on an ambitious business plan for year 1. Under achievement of income targets is mitigated by lower than anticipated running costs.

**F Savings – will we achieve budgeted savings?**

1.34 The 2015/16 budget includes over £1.086m (service budget savings of £786k (Appendix 6 of Report 39/2015) and £300k for PeopleFirst.

*Corporate savings*

1.35 All savings had been achieved with the exception of Community Alarms £21k and Welland Procurement £2k. Since then, it has been agreed to fund the Community Alarms contract for 2015/16 from the Better Care Fund and to review the need for the service as part of the 2016/17 budget process.

*People First*

1.36 The MTFP savings for PeopleFirst were £300k for 2015/16. It is anticipated that these savings will be achieved as shown below (of the £318k a total of £283k has been removed from budgets):

	<b>15/16</b>	<b>Q1</b>	<b>Q2</b>
	<b>£'000</b>	<b>Position</b>	<b>Position</b>
<b>Target</b>	<b>300</b>	<b>493</b>	<b>318</b>
Transport	50	81	35
Staffing	125	129	0
Public Health	25	200	200
Service redesign	100	83	83

1.37 Since Q1 there have been two key changes. The Directorate structure is under review and is expected to yield savings when fully implemented although this will depend on the recruitment process and the starting salary (within the grade structure) of new recruits. On this basis, it is uncertain that the structure will yield savings for 2015/16.

1.38 At Q1 the saving reported of £81k was over estimated. The actual saving compared to budget is £35k for 2015/16. This will be achieved through the implementation of a number of initiatives identified as part of the transport review for example bringing 6 SEN routes in house, together with savings created through vacancy management and a reduction in the need to purchase travel tokens this year.

## G Pressures – will we achieve budgeted savings?

1.39 Pressures built into service budgets of £3,068k are included within 2015/16 budget (Appendix 6 of report 39/2015). They represent a combination of Care Act, non-Care Act pressures and inclusion of BCF schemes (which are actually funded).

1.40 As reported at Q1 the £25k pressure for the Physiotherapist within the REACH / Reablement Service is now being funded via the Better Care Fund giving a General Fund saving. The budget for 2015/16 has not been adjusted.

### Care Act pressures

1.41 As a result of the Government announcement on Friday 17th July postponing three key reforms until April 2020, the Council has reviewed the impact of the delays on the 2015/16 budget. The table below shows the budget allocated and the forecast spend.

	Budget 2015/16 £'000	Q2 Forecast £'000	Variance £'000
<b>Additional Costs:</b>			
Care Act implementation costs	84	83	(1)
Information Development Officer	42	42	0
Website Development for Care Act	30	30	0
Adult Social Care staff increase for self-funders assessments (i)	60	79	19
Adult Social Care staff increase for Carers assessments (ii)	31	31	0
Prison Assessments	68	68	0
Cost of additional 40 Carer support packages (iii)	60	20	(40)
Increase in staffing for Deferred payments and third party top ups (iv)	40	27	(13)
Additional posts Contracts and Procurement (v)	109	24	(85)
<b>Total Expenditure</b>	<b>524</b>	<b>404</b>	<b>(120)</b>

- (i) The budget was increased for staff costs to ensure that the Council would have sufficient resources available to assess self funders who would require an assessment in order for a cap on the cost of their care to be implemented. The budget assumed that one new staff member would be required immediately with a second member of staff being required after 6 months. Whilst this part of the Act has been delayed and therefore additional assessments for self funders has not yet materialised, there has been an increase in assessments as a result of safeguarding and these posts have been filled. It is anticipated that due to changes in working practices and closer working with Health going forward that no additional resources will be required in 2020 when this part of the Act is implemented.



- (ii) The budget was increased to cover the cost of an additional staff member to cover increased assessments for carers. This part of the Act has been implemented and the number of assessments has increased.
- (iii) The budget was increased on the assumption that an increase in numbers of carers being assessed would lead to an increase in care packages. To date, the forecast would suggest that this is unlikely to materialise and this will be reviewed as part of the 2016/17 budget process.
- (iv) The Community Care Finance team staffing structure was strengthened in order to administer the Universal Deferred Payments and increase in financial assessments. The budget allowed for one additional member of staff immediately with a second member of staff being required after 6 months. Whilst there has been an increase in workload for Deferred Payments, the anticipated increase in assessments has not materialised, so only the first post is required long term.
- (v) Additional resources were identified as being required by the Contracts and procurement team as follows: A Quality Assurance post on a permanent basis; a Commissioning & Marketing Development post for 2 years; and, Business Process Officer for 1 year. The team is undergoing a review of its structure and it is anticipated that the requirements will change to one permanent post and one temporary post for 3 years. The request for this change will be considered as part of the 2016/17 budget process but it is assumed at this stage that only two posts will be filled this year from December.

1.42 Based on the above analysis the Council has reviewed its MTFP projections and produced a revised profile taking into account that part of its 2016/17 funding may be withdrawn with reforms delayed (£140k of grant funding relates to early assessments of self-funders and is therefore at risk). The Council also included an additional £100k in 16/17 and a further £100k in 17/18 in the MTFP in anticipation of additional Care Act costs.

1.43 The table below shows the original profile of income and expenditure within the MTFP for 2016/17 onwards against the revised profile.

<b>Original MTFP</b>				
	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Care Act Expenditure	413,500	377,300	377,300	377,300
Grants	(294,200)	(294,200)	(294,200)	(294,200)
<b>Net position</b>	<b>119,300</b>	<b>83,100</b>	<b>83,100</b>	<b>83,100</b>
<b>Revised MTFP</b>				
	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Care Act expenditure	338,900	338,900	326,900	302,700
Grants	(294,200)	(294,200)	(294,200)	(294,200)
<b>Net position</b>	<b>44,700</b>	<b>44,700</b>	<b>32,700</b>	<b>8,500</b>
<b>Net position (if £140k grant withdrawn)</b>	<b>184,500</b>	<b>184,500</b>	<b>172,500</b>	<b>148,300</b>

## H Earmarked Reserves – how are we using reserves?

1.44 The transfers from Earmarked Reserves include transfers specifically to cover service expenditure that would otherwise be funded from the General Fund. The transfers to reserves show amounts included in the 2015/16 budget which managers intend (subject to approval at the year end) to carry forward to 2016/17.

<b>Reserve</b>	<b>Ceiling</b>	<b>Balance @ 1/4/15</b>	<b>Planned Use 2015/16</b>	<b>Forecast usage Q2</b>	<b>Transfers to Reserve</b>	<b>Balance @ 31/3/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Invest to Save	500	357	60	60	0	417
Internal Audit	Unlimited	5	0	0	0	5
Planning Delivery Grant	74	74	(35)	(35)	0	39
Welfare Reserve	150	130	(25)	0	13	143
Public Health Grant	Unlimited	559	(200)	(200)	0	359
Better Care Fund	Unlimited	17	0	0	78	95
Training	80	80	0	0	0	80
Social Care	750	999	(618)	(537)	0	462
Travel 4 Rutland	50	50	0	0	0	50
Insurance	200	100	0	0	0	100
Highways	300	297	(63)	(43)	0	254
National Non Domestic Rates	Unlimited	287	(287)	(287)	0	0

<b>Reserve</b>	<b>Ceiling £'000</b>	<b>Balance @ 1/4/15 £'000</b>	<b>Planned Use 2015/16 £'000</b>	<b>Forecast usage Q2 £'000</b>	<b>Transfers to Reserve £'000</b>	<b>Balance @ 31/3/16 £'000</b>
SEN Grant	Limited to Grant Received	170	(63)	(63)	0	107
SEND Grant	Limited to Grant Received	104	0	0	0	104
Digital Rutland	Limited to Funding	292	0	0	47	339
Tourism	Limited to Funding	68	(14)	(16)	0	52
Adoption Reform Grant	Limited to Grant Received	57	0	0	0	57
Budget Carry Forwards		450	(395)	(314)	70	206
Committed Sums		322	(36)	(36)	0	286
<b>Total Reserves</b>		<b>4,418</b>	<b>(1,676)</b>	<b>(1,471)</b>	<b>208</b>	<b>3,155</b>

## I Looking ahead – are there any emerging pressures or issues?

### *Budget 2016/17*

1.45 In Quarter 1, officers were asked to review whether in year savings could be made given the underspend position reported. An under spend in one year does not always mean that the budget can be reduced in future for two reasons:

- they may be one-off e.g. relate to staff savings or windfall income; and
- they may be carried forward to be used in future years e.g. Council tax discretionary fund.

1.46 A review of budgets beyond 16/17 is still under review and all items below are provisional in particular the saving on Care Act costs is dependent on the grant not being withdrawn as a result of the delay in implementing parts of the Act. If the grant is withdrawn then there will be a pressure in 2016/17 of £65k. The latest position is as follows:

	<b>Proposed Savings 2016/17 £</b>	<b>Comments</b>
<b>People Directorate:</b>		
Care Act	74,600	As per para 1.44
Physiotherapist	25,000	Now funded through BCF
<b>Places Directorate:</b>		
Building Control	18,900	Removal of pressure as dispute over contract already settled
Development Control	1,200	Minor budget amendments
Drainage & Structures	5,000	Minor budget amendments
Highways	350,000	Already reflected in MTFP
Registrars	15,000	Increased income
<b>Resources Directorate:</b>		
Information Technology	100,000	Initial view based on review of budget and spend by Director
	<b>589,700</b>	
	<b>Potential Pressures 2016/17 £</b>	<b>Comments</b>
<b>People Directorate:</b>		
Deprivation of Liberties	78,000	Due to a supreme court judgement costs have increased tenfold for local authorities.
<b>Resources Directorate:</b>		
Insurance Premiums	7,000	Insurance premium tax increase of 3.5%
	<b>85,000</b>	

#### *Miscellaneous grants*

1.47 The Government have made a grant available to local authorities to reimburse them for any expenditure incurred for the placement of hard to place children (those who have been waiting for more than 18 months). Should the Council deal with any children who meet this criteria then a claim will be made.

## 2. Capital Programme

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

2.1 The following table sets out the position against the Capital Programme as at the end of September 2015, including the total approved project budget, forecasted expenditure to the end of the project and variances against budget.

Portfolio	Total Project Budget	Expenditure (Prior Years)	Budget 2015/16	Estimated Outturn 2015/16	Variance 2015/16	Estimated Outturn 2016/17	Total Project Expenditure	Total Project Variance
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Approved Projects</b>								
People	932	3	929	918	(11)	0	921	(11)
Places	14,715	5,895	7,332	7,330	(2)	1,464	14,689	(26)
Resources	0	0	0	0	0		0	0
<b>Total Approved</b>	<b>15,647</b>	<b>5,898</b>	<b>8,261</b>	<b>8,248</b>	<b>(13)</b>	<b>1,464</b>	<b>15,610</b>	<b>(37)</b>

Portfolio	Budget 2015/16	Estimated Outturn 2015/16	Variance 2015/16	Estimated Outturn 2016/17
	£000	£000	£000	£000
<b>Financed by:</b>				
Grant	(6,646)	(6,635)	11	(180)
Prudential Borrowing	(257)	(255)	2	(1,104)
Capital Receipts	0	0	0	0
Revenue Contribution to Capital Outlay (RCCO)*	(520)	(520)	0	(180)
Oakham North Agreement	0	(212)	(212)	0
S106	(838)	(626)	212	0
<b>Total Financing</b>	<b>(8,261)</b>	<b>(8,248)</b>	<b>13</b>	<b>(1,464)</b>

\*£520k includes £200k ASC Replacement System, £200k Castle Restoration, £60k Special Guardianship Order Requirement and £60k Museum Boiler Replacement

## B Approved programme – Are there changes to the approved programme?

2.2 The approved capital programme for Quarter 1 was £7.666m as per the Q1 Finance Report (153/2015). The table below shows that the programme during the second quarter of 2015/16 has increase by £595k, therefore giving a revised capital programme of £8.261m. This increase is shown within the following two areas:

2.3 Approvals since Q1 Finance Report – these are projects which have been approved by Members since quarter 1 budget was reported. Further details of the approval can be found using the report numbers associated with the projects.

2.4 Re-profiling - Projects previously approved in 2015/16 but will not be spent until next financial year. The overall cost of this project remains in line with the original approval and the budget is therefore increased in future years.

Portfolio	Project	Amount £000	Amount £000
<b>Approved Capital Programme (Q1 Finance Report <a href="#">153/2015</a>)</b>			<b>7,666</b>
<b>Approvals Since Q1 Finance Report</b>			
Places	Rutland Museum ( <a href="#">105/2015</a> Item 29)	60	
Places	Oakham Castle Restoration – Funded from Friends of RCM and Donations ( <a href="#">299/2014</a> )	20	
Places	Highways Capital Maintenance ( <a href="#">154/2015</a> )	1,907	
Places	Library Capital Project (Section 106) under delegated authority	12	
People	Special Guardianship – Extension ( <a href="#">174/2015</a> )	60	
<b>Total Approvals Since Q1 Finance Report</b>			<b>2,059</b>
<b>Re-profiling</b>			
Places	Digital Rutland – Funding moved to 2016/17	(1,464)	
<b>Total Re-profiling</b>			<b>(1,464)</b>
<b>Total Adjustments</b>			<b>595</b>
<b>Revised Capital Programme 2015/16</b>			<b>8,261</b>

## C Project progress - Are there delays in key projects?

2.5 Digital Rutland Phase 2 is not expected to start until 2016/17. A re-profiling adjustment for £1,464,000 has been in made in Quarter 2. The reason for the delay is down to waiting for the approval from BDUK's National Compliance Centre around State Aid.

2.6 Appendix 8 includes a detailed breakdown of the capital projects and current forecast.

## D Unallocated projects – what are we planning?

2.7 Currently the Council is holding capital funds that have not yet been allocated to a project. A breakdown of the funds held is shown in the table below.

Portfolio	Funding Held	Amount held at 31/03/15 £000	Grant Received 2015/16 £000	Allocated 2015/16 £000	Amount Unallocated £000
People	ASC Unallocated Grant	(585)	(21)	314	(291)
People	Schools Targeted Capital	(149)	0	0	(149)
People	Basic Need	(1,597)	(506)	968	(1,135)
People	Capital Maintenance	(902)	(226)	486	(643)
<b>People Total</b>					<b>(2,218)</b>
Places	Highways Grant	(438)	(2,394)	2,278	(553)
Places	Rural Capital	(33)	0	0	(33)
<b>Places Total</b>					<b>(586)</b>
Other	S106	(1,720)	(325)	626	(1,419)
Other	Oakham North Agreement	0	(2,256)	305	(1,951)
<b>Other Total</b>					<b>(3,370)</b>
<b>Total Capital Funding Available</b>					<b>(6,174)</b>

2.8 The table in 2.12 overleaf gives an update re the position on the Oakham North Agreement.

## E Closed Capital Projects – What project have been completed?

2.9 Oakham Enterprise Park capital project has now been completed. The works have had led to 96% of units being let with firm interest in the remaining. See appendix 8 for details of the final position.

2.10 The boiler at Rutland Museum is expected to be completed mid October. Any underspend will be known and adjusted in Quarter 3 when a final outturn is agreed.

2.11 The final grant claim for Active Rutland Hub was submitted in May, retention of £7.5k will be received within 12 months of the completion date (May 2016).

## F Oakham North agreement – What is the latest position?

2.12 The table overleaf gives an update re the position on the detailed breakdown of the allocations on the Oakham North Agreement. The table shows that, in line with the Council Report 173/2015, the total amount payable is £4,800k plus £135k indexation giving a total of £4,935k.

2.13 Part of the £4,935k was paid as part of the initial Section 106 agreement (£340k). The amounts that can be funded from this have been shown and have had approval from either Cabinet or through the Director of Places under delegated authority.

2.14 As noted in para 8.11 of the Council report, the Council has decided previously to fund schemes in advance of S106 being received. The Council has always made such decisions in full knowledge of the implications of not receiving the contribution. The report stated that the Council will therefore seek to use any contribution to fund decisions already made. The amounts to be funded from the new Oakham North Agreement will need formal approval by Council.

2.15 The use of this funding will reduce the Council's capital financing costs by £65k over the life of the MTFP.

Agreed Contribution			4,800,000
Indexation			135,150
<b>Total Contribution</b>			<b>4,935,150</b>
Split:			
	<b>S106</b>	<b>Oakham North Agreement</b>	<b>Total</b>
Total	340,667	4,594,483	4,935,150
<b>Expenditure Plans</b>			
<b><i>Prior Decisions</i></b>			
Adult Soccer	0	597,000	597,000
Library PC's	19,939	1,109	21,048
<b><i>Total Prior Decisions</i></b>	<b>19,939</b>	<b>598,109</b>	<b>618,048</b>
<b><i>2015/16 Schemes</i></b>			
CCTV	64,000	74,000	138,000
Library PC's	6,000	6,000	12,000
Sports Grants	86,422	133,769	220,191
<b>Total 2015/16 Capital Projects</b>	<b>156,422</b>	<b>213,769</b>	<b>370,191</b>
<b>Total Committed</b>	<b>176,361</b>	<b>811,878</b>	<b>988,239</b>
<b>Balance Remaining</b>	<b>164,306</b>	<b>3,782,605</b>	<b>3,946,911</b>



### 3. Medium Term Financial Plan (MTFP)

#### A Overview - have there been changes since the budget?

3.1 The MTFP has been updated to take account of the position at Q2 and various other updates and is included within this report at Appendix 9. No other changes will be made until the budget settlement in November.

3.2 The table below shows the impact of revisions to assumptions within the MTFP.

Area	Commentary	Amount £m																		
General Fund Carry Forward Balance 19/20 as per Q1 report (153/2015)		<b>(2,476)</b>																		
Council tax	<p>The major factor that has affected the amount of Council Tax income projected over the life of the MTFP is changes to the tax base as per the table below. The dampening of growth has also been revised from 25% to 10%</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Revised</th> </tr> </thead> <tbody> <tr> <td><b>2016/17</b></td> <td>14,602</td> <td>14,691</td> </tr> <tr> <td><b>2017/18</b></td> <td>14,768</td> <td>14,859</td> </tr> <tr> <td><b>2018/19</b></td> <td>14,901</td> <td>14,984</td> </tr> <tr> <td><b>2019/20</b></td> <td>15,018</td> <td>15,096</td> </tr> <tr> <td><b>2020/21</b></td> <td>15,125</td> <td>15,207</td> </tr> </tbody> </table>		Q1	Revised	<b>2016/17</b>	14,602	14,691	<b>2017/18</b>	14,768	14,859	<b>2018/19</b>	14,901	14,984	<b>2019/20</b>	15,018	15,096	<b>2020/21</b>	15,125	15,207	<b>(1,056)</b>
	Q1	Revised																		
<b>2016/17</b>	14,602	14,691																		
<b>2017/18</b>	14,768	14,859																		
<b>2018/19</b>	14,901	14,984																		
<b>2019/20</b>	15,018	15,096																		
<b>2020/21</b>	15,125	15,207																		
New Homes Bonus	<p>There has been 2 significant changes in new homes since the Q1 position that have affected the level of New Homes Bonus the Council is likely to receive</p> <ol style="list-style-type: none"> <li>Changes in the housing trajectory estimate as per the Local Plan.</li> <li>The dampening of growth has also been revised from 25% to 10%</li> </ol>	<b>(1,015)</b>																		
Retained Business Rates	The annual amount from business rates has been dampened to take into account the increase in appeals received.	<b>367</b>																		
Capital Financing	Changes to Capital Financing to take into account the Outturn position of 2014/15 and changes for the repayment of Adult Soccer (£597k)	<b>(366)</b>																		
Interest Receivable	The long term cash flow of the council has been revised indicating larger balances for investment, resulting in increased interest receivable.	<b>(236)</b>																		
Net cost of	The impact of Savings/Pressures and technical	<b>(1,700)</b>																		

Area	Commentary	Amount £m
services changes	adjustments over the lifetime of the MTFP. Noted in Section 1 (including the Highways saving)	
Other	There are other changes that impact the MTFP. These include the Collection Fund Surplus (£90k) and removal of dampening on 2016/17 Better Care Funding.	<b>(390)</b>
General Fund Carry Forward Balance 2019/20 as per Appendix 9		<b>(6,872)</b>

## B New Homes Bonus (NHB) - will we achieve our target?

3.3 The NHB is a scheme aimed at encouraging local authorities to grant planning permission for the building of new houses, in return for additional revenue. It is based on the net increase in the number of dwellings (additions less demolitions), with extra bonus for affordable homes, empty homes brought back into use and local authority owned and managed gypsy site pitches. Each additional property attracts a grant equivalent to the national average council tax for that Band (approx. £1,450 for a Band D property per year for 6 years, a total of £8,700). An additional £350 is received for each affordable home.

3.4 The NHB allocation for 2016/17 is based on performance achieved between October 2014 and September 2015. The Council originally included an amount of £285,300 in the MTFP for 2016/17. Performance to date is as follows:

New Homes Bonus (Council Tax Band)	Start position CTB1 Oct 2014	Actual 30 Sept 2015	Movement from base
A	1,569	1593	24
B	4,372	4,453	81
C	2,908	2,983	75
D	2,375	2,398	23
E	2,201	2,257	56
F	1,555	1,578	23
G	1,243	1,248	5
H	145	145	0
<b>Properties</b>	<b>16,368</b>	<b>16,655</b>	<b>287</b>
Empty Homes	157	169	(12)
Movement			275
Target			180
<b>% achieved</b>			<b>153%</b>

3.5 The spread of the properties completed to date would provide the Council with £382k (excluding any affordable homes element). The over performance of 153% only translates to 134% of the budgeted amount

because the actual payment is based on the actual banding of the house, where the budgeted amount is based on an average band D property.

**C Retained Business Rates (RBR) Monitoring – is our RBR retention forecast realistic?**

3.6 Under the RBR scheme the Council retains a proportion of the total RBR received. RCC share is 49% with the remainder paid to Central Government (50% share) and The Leicestershire Fire Authority (1% share).

3.7 The only impact the performance of the collection fund will have on 2015/16 is that any additional growth will be levied and is payable in the financial year the growth occurs. The table below shows the current forecast against the MTFP position and the levy payable. The table shows that the Council is on course to be liable for a levy of £90k which will be payable in 2015/16. The performance of the collection fund is largely in line with expectations; however, more statutory reliefs have been given out than anticipated. The Council is partly refunded for these losses through the award of Section 31 grants.

	<b>Business Rates Retention</b>	<b>Q1 Forecast £000</b>	<b>Q2 Forecast £000</b>
	Net yield	10,079	10,117
	Government share (50%)	5,040	5,059
	Fire Authority share (1%)	101	101
	RCC share of Retained Rates (49%)	4,939	4,957
	(Less Tariff)	(790)	(790)
	Section 31 Grants (compensation for loss of rates)	439	425
<b>A</b>	<b>RCC RBR – Tariff plus S31</b>	<b>4,588</b>	<b>4,592</b>
B	RCC Funding Baseline	4,043	4,043
C	Levy Rate	16.3%	16.3%
D	Less Levy (A-B)*C	(89)	(90)
E	Share of Previous Deficit	(294)	(294)
	<b>Net RCC Retained Business Rates (A-D-E)</b>	<b>4,204</b>	<b>4,208</b>

3.8 The retained business rates forecast of £4.208m is in line the MTFP position of £4.250m. The £42k difference is explained by a reduction in retained rates for various factors compensated in part by additional Section 31 grants in compensation.

**D Council Tax and Council Tax Benefit – are we on budget?**

3.9 Council Tax represents 60% of the total income the Council receives, and even slight fluctuations can have a significant impact on the General Fund balance. For that reason the position on Council Tax is monitored closely. There are a variety of movements that can affect the Council Tax Collection Fund Balance, including additional Council Tax Support claims;

fluctuations in the council tax base (e.g. number of properties the Council bills); and write offs.

3.10 The table below shows the expected outturn on council tax taking into account known changes.

Area	Annual Billing £000	Q1 Forecast £000	Q2 Forecast £000
Annual Debit	26,139	26,139	26,139
Adjustments to Annual Debit	-	78	126
Council Tax Support	(1,356)	(1,358)	(1,338)
<b>Gross Income from Council Tax</b>	<b>24,783</b>	<b>24,859</b>	<b>24,927</b>
Total Demands and Precepts	(24,723)	(24,723)	(24,723)
Bad Debt Provision and Write Offs	(60)	(60)	(60)
<b>Total expenditure</b>	<b>(24,783)</b>	<b>(24,783)</b>	<b>(24,783)</b>
<b>Estimated surplus/(deficit) for 15/16</b>	0	76	144
Actual Surplus/(Deficit) Brought Forward from 14/15	28	28	28
<b>Estimated Surplus/(Deficit) 31/03/2016</b>	<b>28</b>	<b>104</b>	<b>172</b>
<b>RCC share*</b> (based on Council's share of total demands and precepts)	<b>24</b>	<b>90</b>	<b>149</b>

3.11 The performance of the Collection Fund is outperforming the MTFP position this will result in the Council being able to declare a surplus to be shared in 2016/17. The spend on Council tax support is in line with budget.

3.12 The Council put £50k into a Discretionary Hardship Fund to support those who need additional support paying their council tax. The latest position is shown below. The number of awards is slightly lower than this time last year.

Hardship Fund	2014/15 Outturn	Actual @Q1	Actual @ Q2
Number of applications	214	53	101
Number awarded	172	25	62
Number of appeals (won)	1	0	0
Value of awards (£000)	24	2	5
Budget remaining (£000)	76	48	45

## **E Emerging issues – what other issues are emerging?**

### ***National Living Wage***

- 3.13 In Quarter 1 it was reported that the Government will introduce a new National Living Wage (NLW) for workers aged 25 and above. From April 2016, the new NLW will be set at £7.20 – a rise of 70p relative to the current National Minimum Wage (NMW) rate, and 50p above the NMW increase coming into effect in October 2015. LGA analysis shows that introducing the National Living Wage (NLW) for council employees will cost at least £7 million in 2016, with further contract cost pressures of £330 million to introduce the NLW for domiciliary and residential care staff. By 2019/20 these figures could rise to at least £85 million and £834 million respectively as the NLW moves towards the £9.00 per hour target and outpaces general wage inflation.
- 3.14 The Council agrees that there will be a pressure but is not clear on the amount. In terms of its own staff the cost is not significant (less than £45,000 to 2020/21). In terms of its key significant contracts, some of its suppliers do pay above the NLW already so the impact will be negligible but in other areas such as Adult Social Care, the impact could be greater. The Council also believes that there will be a general inflationary impact as many private sector organisations have already publicly announced that increases in costs are likely to be passed onto consumers.
- 3.15 The Council builds inflation into its MTFP (general 2%, utilities 8% and contracts 3%). The amount of inflation built into the MTFP for 2016/17 – 2019/20 for example is £2.1m. A 0.5% increase over the same period could have an impact of £508k. This could be mitigated as the actual inflation is monitored and only the percentage increases known will be applied.

### ***Better Care Together (BCT) Social Care Impacts***

- 3.16 Over the next few months, Council officers will be working with BCT colleagues to assess the impact on Adult Social Care of planned changes across a range of work streams e.g. planned care, urgent care, learning disability etc. Meetings are being held where Local Authority partners have the opportunity to assess any capacity and financial impacts to their Adult Social Care (ASC) responsibilities as a result of the programme and to assess whether they are able to deliver any proposed changes. Initial meetings have already been held in respect of the Service Reconfiguration project (closure of beds at Leicestershire Partnership NHS Trust (LPT) and learning disability. The initial view was that the impact on social care would be negligible although there was an agreement to revisit this assumption after changes take effect.
- 3.17 The outcome of these meetings will be factored into the budget for 2016/17.

## **Pensions**

- 3.18 State pension contracted out arrangements will end from April 2016. What this means for individuals is that currently, employees who are paying into a contracted out occupational pension scheme do not receive the state second Pension and pay a lower rate of National Insurance Contributions (NICs), along with their employers. With the end of this practice and the introduction of the single tier state pension, Local Government Pension Scheme (LGPS) employers and their pension scheme members will see their NICs go up in April 2016, whilst their occupational pension contributions will remain the same.
- 3.19 The Council will in effect lose a 3.4% rebate which is calculated on the eligible salary costs. For example the extra costs the Council will pay on an annual salary of £32,778 is as follows:

	£	£
Current NI Payable		207.31
Monthly Salary	2,731.50	
Lower Earnings Limit	486.00	
Eligible Salary for NI	2,245.50	
Multiply by 3.4%		76.35
New NI		283.66
Percentage increase in NI Payable		35%

- 3.20 This will mean a consequent increase in employers' national insurance contributions for all employers who provide pensions, including councils. The estimated additional annual cost to councils of this is £797 million. Councils are affected by this policy disproportionately to the rest of the public sector due to the nature of the Local Government Pension Scheme (LGPS). The cost burden for this Council had been originally calculated as £175k but the latest projections show it as being £180k.

## **Welfare Reforms**

- 3.21 Following the Summer 2015 budget announcements about various welfare reforms, there are two key questions that arise:
- What is the financial impact of these changes on the Council?
  - What is the impact on individuals?
- 3.22 Both questions are difficult to answer fully at this stage, but what is clear is that some people will receive less in benefits - as benefits are paid by the Council but reimbursed by Government there is no direct impact on the Council. Others will receive less income - this is relevant for council tax support and crisis loans. As council tax support and crisis loans are assessed against income levels then changes that affect levels of income

will have an impact on the Council in that more people will become eligible for support and those currently eligible may be entitled to more support.

3.23 So whilst it is likely that the Council will incur additional cost, quantifying the marginal cost on the Council is not simple for a number of reasons:

- changes will be staggered so do not all come into effect at the same time;
- the extent of the impact will depend on the claimant cohort at the time new rules are applied e.g. some changes will not apply to existing claimants but will apply to new claimants;
- the budget principles will be translated into detailed regulations which may impact on eligibility, cost etc; and
- universal credit is being phased in gradually and may impact on the above.

3.24 The Council is working through various examples to try and assess the impact and this work will continue and be fed into future review of the Local Council Tax Support Scheme, Discretionary Fund and Crisis Loans.

#### ***Local Government Finance System: Business Rates Retention***

3.25 In early October, the Chancellor today set out major plans to devolve new powers from Whitehall to local areas to promote growth and prosperity.

He stated that by the end of the Parliament, local government will be able to retain 100 per cent of local taxes – including all £26 billion of revenue from business rates – to spend on local government services.

Other changes referred to included:

- The government will also abolish the Uniform Business Rate and give local authorities the power to cut business rates to boost enterprise and economic activity in their areas;
- The core grant (RSG) will be phased out, and local government will take on new responsibilities;
- Those areas which choose to have city-wide elected mayors will get even greater flexibilities, also being given the power to increase rates for spending on local infrastructure projects, as long as they win the support of local business;
- Local government will take on new responsibilities; and
- Local authorities will be able to cut business rates as much as they like. Directly elected mayors – once they have support of local business leaders through a majority vote of the business members of the Local Enterprise Partnership – will be able to add a premium to

business rates to pay for new infrastructure. This power will be limited by a cap, likely to be set at 2p on the rate.

3.26 There have been lots of articles in the press commenting on what these proposals could mean. In the absence of more detail, it is difficult to assess what this could mean for the Council. However, there are some points to note.

- Local government will still be expected to contribute towards the Governments fiscal consolidation – any new approach is unlikely to mean more funding for this Council or others;
- The transfer of responsibilities from central to local government has happened before and has not always been fully funded;
- There will still need to be some form of business rates redistribution – some Councils collect far more business rates than what they currently ‘need’ (based on the Governments assessment);
- The prosperity of local authorities is likely to be linked more closely to the state of the economy.

3.27 It looks likely that any new approach could not be implemented pre 2018/19 but this is not clear.

#### ***Public Health Funding formula***

3.28 The Secretary of State has commissioned ACRA (Advisory Committee on Resource Allocation) to update the existing public health formula and recommend a revised formula that could be used to target public health resources. ACRA’s remit is to develop a formula for a single target allocation covering both existing services and the newly transferred children’s 0-5 services. Although the formula contains separate components to estimate the need for different services, each LA currently receives a single allocation, which it can then decide how best to prioritise, having regard for the needs of its population, its statutory responsibilities and the grant conditions. There are various technical changes proposed. One of the more interesting ones is ACRA proposing an adjustment for sparsity in the new component for children’s 0-5 services to take account of travel time for home visits by health visitors. The proposed changes are reported to increase the Council’s share of available funding from 0.08% to 0.10%.

#### ***In-year cuts***

3.29 As part of wider Government action on deficit reduction, the 2015/16 public health grant to local authorities will be reduced by £200 million. The Government has consulted on how the contribution to the saving will be calculated. The options included a standard flat rate of 6.2 per cent applied to all, or a process that differentiates between LAs in different



circumstances (allowing for evidence of hardship, for example) applying varied percentages that still total £200 million.

- 3.30 The Council has responded to the consultation and favours a pro rata cut which would total £79k. For 2015/16, the Council is forecasting that this would be fundable from within the existing 2015/16 budget. Should this reduction be made permanent as part of future allocations, it could result in additional unfunded pressures on what might be pre-existing long-term contracts commissioned.

## 4. Financial Performance

### A Debtors – are we recovering our debts?

4.1 The Council's aged debt position shows a large decrease in debts outstanding from the previous quarter, with particular reference to the 0-30 day range. The long term debt position has stayed largely in line with the previous quarter.

Aged debt	@30/06/2015 £000	@30/09/2015 £000
0-30 days	813	398
31-60 days	31	22
61-90 days	44	88
> 91days	224	184
Deferred Payments	188	192
<b>Total</b>	<b>1,300</b>	<b>884</b>
<b>By Directorate</b>		
People	883	534
Places	375	331
Resources	42	19
<b>Total</b>	<b>1,300</b>	<b>884</b>
<b>By Recovery Rating</b>		
Red	10	13
Amber	259	259
Green	1,031	612
<b>Total</b>	<b>1,300</b>	<b>884</b>

### B Investment Income – is our return on investments as expected?

4.2 In the second quarter, the Council's average interest rate received on investments has been 0.71% (Q1 0.72%) on an average investment balance of £27.077m (Q1 £24.242m).

4.3 The rate achieved is above the 3 month British pound sterling (GBP) LIBOR interest rate - the average interest rate at which a selection of banks in London are prepared to lend to one another in British pounds with a maturity of 3 months – of 0.58%. The policy change to invest longer term is now fully implemented, and the average interest rate of c0.71% is levelling out and is currently the maximum the Council would expect to achieve in the current financial climate.

4.4 The budgeted interest for 2015/16 was £116k. With the change in policy the Council is currently forecasting investment income at being £185k. The table overleaf shows the current investments held.

4.5 In addition to the forecast of £185k above, the administrators of Heritable Bank paid a further dividend in August 2015 of £40,385 increasing the balance paid to date to 98% of the amount outstanding.

Investment Number	Amount Invested	Interest Rate	Date Invested	Maturity Date	Number of Days
<b>Banks - UK</b>					
1	1,000,000	1.00%	01-Apr-15	30-Mar-16	364
2	1,000,000	1.00%	01-Apr-15	30-Mar-16	364
3	1,000,000	0.92%	01-Apr-15	30-Mar-16	364
4	1,000,000	0.92%	14-Apr-15	12-Apr-16	364
5	1,000,000	0.98%	01-Jun-15	31-May-16	365
6	1,000,000	1.00%	08-Jun-15	06-Jun-16	364
7	1,000,000	1.00%	29-Jul-15	27-Jul-16	364
8	1,000,000	1.00%	29-Jul-15	27-Jul-16	364
9	1,000,000	0.74%	31-Jul-15	09-Feb-09	193
10	1,000,000	0.70%	18-Aug-15	16-Feb-16	182
<b>Banks -Overseas</b>					
11	1,000,000	0.61%	15-Jul-15	19-Jan-16	188
12	1,000,000	0.61%	01-Sep-15	01-Mar-16	182
<b>Building Societies</b>					
13	1,000,000	0.69%	01-Apr-15	06-Oct-15	188
14	1,000,000	0.67%	13-Apr-15	13-Oct-15	183
15	1,000,000	0.66%	12-May-15	17-Nov-15	189
16	1,000,000	0.75%	26-May-15	24-Nov-15	182
17	1,000,000	0.70%	23-Jun-15	22-Dec-15	182
18	1,000,000	0.70%	14-Jul-15	12-Jan-16	182
19	1,000,000	0.70%	21-Jul-15	19-Jan-16	182
20	1,000,000	0.72%	29-Jul-15	02-Feb-16	188
21	1,000,000	0.66%	10-Sep-15	10-Mar-16	182
22	1,000,000	0.60%	11-Sep-15	15-Mar-16	186
23	1,000,000	0.52%	24-Sep-15	21-Dec-15	88
<b>Money Market Funds</b>					
24	1,200,214	0.40%	Instant Access		
25	1,964,509	0.45%	Instant Access		
26	1,000	0.40%	Instant Access		
<b>Total</b>	<b>26,165,723</b>				

### **C VAT Partial Exemption – Are the Council within the 5% Limit?**

- 4.6 The Council makes a number of supplies that have different VAT liabilities. There are taxable supplies which have VAT charged at the zero, reduced (5%) or standard rate (20%). Also, there are non-business and exempt supplies on which no VAT is charged. The VAT charged to our customers on our supplies is referred to as output tax. VAT on purchases is referred to as input tax. Output tax is paid to HM Revenue and Customs (HMRC) and input tax is claimed back under certain rules.
- 4.7 The general input tax rule is that the VAT a business incurs on purchases in order to make a taxable supply can be fully recovered from HMRC, whereas the VAT incurred in making exempt or non-business supplies cannot be, i.e. the VAT paid to suppliers for purchases can only be reclaimed if that purchase will in turn be used to make a taxable supply to our customers. As a local authority, there are special input tax rules that allow us to reclaim the VAT incurred on purchases that are needed to

make non-business supplies which gives us a slight tax advantage over private organisations.

- 4.8 Each month, the Council is required to submit a return to HMRC (The VAT return) declaring the amount of output tax (paid to HMRC), and the amount of input tax (reclaimed from HMRC) it had in the previous month. This normally results in the Council receiving a payment of tax, rather than owing money to HMRC as the input tax is always higher than the output tax. All input tax is reclaimed each month, regardless as to whether or not it related to an exempt supply or a taxable/non-business one.
- 4.9 HMRC require local authorities to complete the partial exemption calculation every year to show how much of the input tax that they have claimed back in the year relates to the exempt supplies they have made. There is a de minimis limit set, whereby if the amount of input tax that relates to making exempt supplies is below that the Council is entitled to keep that exempt input tax (which has already been reclaimed during the year). However, if the limit is exceeded, all input tax that has been reclaimed in relation to exempt supplies would have to be repaid to HMRC. The de-minimis limit is 5% of the total input tax that was reclaimed in the year. The calculation must be completed by the end of October each year so that any amounts that are to be repaid to HMRC are declared on the September VAT return (which must be submitted by 31st October).
- 4.10 This calculation has been completed and the Council are comfortably below the 5% limit, as demonstrated in the table below.

<b>VAT Partial Exemption</b>	<b>2014/15 £000</b>
Total Input VAT (a)	3,738
5% Limit (b = a*5%)	187
Total amount of exempt VAT reclaimed	129
Percentage used	3.45%
Headroom (VAT)	58

## Appendix 2A: Approved budget changes

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

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

Description	Source of Funding	Net Cost of Services £'000	Capital Financing £'000	Funding £'000	Transfer to/(from) Reserves £'000	Spend on Capital £'000	(Surplus)/ Deficit £'000	Cabinet* £500k Limit £'000	Cabinet Other £'000	Council £'000	Ch Exec. s151 Officer £'000
<b>Changes already made</b>											
<b>Approved Budget</b>		<b>33,509</b>	<b>1,904</b>	<b>(34,550)</b>	<b>(1,167)</b>	<b>880</b>	<b>576</b>				
<b>Approved Budget at Q1 (153/2015)</b>		<b>34,286</b>	<b>1,904</b>	<b>(34,550)</b>	<b>(2,265)</b>	<b>1,151</b>	<b>525</b>	<b>25</b>	<b>1,098</b>	<b>0</b>	<b>(75)</b>
Museum Boiler (105/2015)	GF					60	60	60			
Delayed spend on Digital Rutland	ER				180	(180)	0	0	(180)		
Use of s106 for capital Projects (i)	ER				571	(571)	0				
Capital Spend to Support Care Plan (174/2015)	ER				(60)	60	0		60		
Contract Savings - People First	GF	(83)					(83)				

Description	Source of Funding	Net Cost of Services £'000	Capital Financing £'000	Funding £'000	Transfer to/(from) Reserves £'000	Spend on Capital £'000	(Surplus)/ Deficit £'000	Cabinet* £500k Limit £'000	Cabinet Other £'000	Council £'000	Ch Exec. s151 Officer £'000
Contract Savings - People First	GF	83					83				
Public Health Transfer from Reserve (ii)	ER	200			(200)		0				
Youth Housing Project (iii)	ER	(19)			19		0				
Electricity Income (iv)	ER			(80)	80						
		<b>34,467</b>	<b>1,904</b>	<b>(34,630)</b>	<b>(1,676)</b>	<b>520</b>	<b>585</b>	<b>85</b>	<b>978</b>	<b>0</b>	<b>(75)</b>
<b>Changes Awaiting Approval</b>											
School Improvement Funding (see appendix 3B)	GF	25					25	25			
Staff Retention Payments (see appendix 3B)	GF										
<b>Proposed Budget</b>		<b>34,492</b>	<b>1,904</b>	<b>(34,630)</b>	<b>(1,676)</b>	<b>520</b>	<b>610</b>	<b>110</b>	<b>978</b>	<b>0</b>	<b>(75)</b>

- (i) Within the approved budget of £880k for RCCO was 1 item being funded from S106 earmarked reserves. At Quarter 2, a change in accounting policy has been made that simplifies this process. Effectively, S106 funding is now transferred direct to capital rather than through the revenue account. In simple terms, the RCCO has been reduced and the drawn down from earmarked reserves removed. There is no impact of this change
- (ii) Public Health resources are due to be redeployed to fund initiatives currently funded from the general fund. In order to allow time for contractual issues to be resolved to allow for this transfer, £200k of public health earmarked reserve is being used to fund core expenditure.
- (iii) The original budget for the Youth Housing Project was supported by a contribution from s106 funding to support the staffing structure required for the project. This funding is no longer required this year.
- (iv) At Q1, Members approved the transfer of the £80k refund for historic electricity charges to the Invest to Save Reserve.

## Appendix 2B: Virements

This Appendix shows virements made in accordance with para 4.10 of the Financial Procedure Rules by Directors and the Chief Executive/Section 151 Officer. As this is the first year of the new functional budgets, some of the changes involve realigning budgets for functional purposes.

Function	Current Ceiling	Revised	Movement	Reason
Chief Executive Office	£355,000	£345,000	(£10,000)	£10k is required for Human Resources for additional support to cover around People First Review
Human Resources	£412,900	£422,900	£10,000	
Drainage and Structures	£200,400	£168,000	(£32,400)	Funding reallocation to address arbitrary budget reductions in 2014/15 following procurement of new Term Maintenance Contract. As reported at Q1
Road Maintenance	£1,219,100	£1,251,500	£32,400	
Home to School Transport	£1,269,000	£1,363,700	£94,700	Transport Fleet transferred to Home to School Transport Functional Report from Public Transport as integral to Transport Review savings around SEN transport. Transport Fleet budget had also been increased following the Brightways/Rutwell minibuses operation (4 vehicles) transferred from People Directorate
Public Transport	£928,100	£833,400	(£94,700)	

## Appendix 3A: Reconciliation of Directorate budgets

The Council approved the new Financial Procedure Rules changing the way budgets are managed to a functional approach rather than on individual cost centres. As a result some budgets have been transferred between directorates to ensure that costs on certain functions are shown within one directorate only rather than split. For example, both People and Resources Directorate had budgets for historic pension costs. The whole of this function now shows in Resources Directorate.

The Better Care Fund (BCF) Contingency has been removed from the People Directorate as it is a corporate reserve set up to cover a) the performance risk element of the BCF (failure to meet admission targets could result in a £54k loss of income to the Council); b) the likely shift of activity from health to social care as the LLR health economy looks to save £400m and reduce the number of hospital beds by 250 over the next two years; and c) the potential increase in activity arising from demographic changes and housing growth.

	Q1 Budget 2015/16 £'000	Transfer To PH Funding £'000	Transfer From PH Reserve £'000	Contract Savings £'000	Transfer Blue Badge £'000	LD Vehicles £'000	Highways Saving £'000	School Improvement £'000	Youth Housing Project £'000	Q2 Budget 2015/16 £'000
People	15,979	(60)	200	(83)	(28)	(34)		25	(19)	15,980
Places	12,741	(140)				34	(250)			12,385
Resources	5,666				28					5,694
Fire Authority	0									0
PeopleFirst Savings	(300)	200		83						(17)
BCF Contingency	200									200
Highways Saving	0						250			250
<b>Net Cost of Services</b>	<b>34,286</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>(19)</b>	<b>34,492</b>



## Appendix 3B: Requests for new investment

This Appendix shows requests for increases in budget ceilings for expenditure not yet incurred or included in a current forecast. A summary of requests with detail for each is set out below.

Functions	Current ceiling	Revised ceiling	Total requested	General Fund impact	Reference
Schools	£886,300	£911,300	£25,000	£25,000	3.1
People's Directorate	Various	Various	Funding request is for 2016/17 onwards		3.2

### 3.1 Schools

Directorate	People
Function	Schools
Budget	£886,300
Forecast	£911,300
Amount requested	£25,000
Request	<p>Analysis of school performance in Rutland has indicated that a sustained focus needs to be placed on improving attainment mainly at KS2 but also at KS4 to bring the county performance in line with regional and national performance, but also in terms of specific curricular developments such as primary mathematics, school leadership development including governance and continued work on safeguarding and child protection. In order to address these areas the Local Authority agreed at budget time to utilise funding to introduce specialist school improvement staffing and provide enhanced levels of support, challenge and intervention to assist school improvement processes in schools.</p> <p>A further £25k is now being requested to add to the initial investment which will be used to provide additional support for strategies for monitoring and improving outcomes for underprivileged learners; collaborative approaches to school improvement; succession planning re: teachers; and quality of teaching.</p>

Source of funding requested	General Fund Reserve
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### 3.2 People Directorate

Directorate	People
Function	Various
Budget	Various
Forecast	N/A
Amount requested	£44,000 in 2015/16; £75,000 - 2016/17 onwards
Request	<p>The last two years the Council has found it difficult to both recruit and retain social workers. This has been the national picture for some time and work in the region is reinforcing the challenge this is placing on adult and children's social care services. Given the significant safeguarding risk the Council has to manage this issue must be addressed. The Council is now in a position where it still has some vacancies and is looking at ways to recruit new staff and retain existing staff in post in a market where it cannot compete with bigger authorities on a salary level and has seen staff leave for that reason. The Council would like to introduce a small annual market supplement (for a maximum of three years) for social workers which would reward those existing staff who stay with the Council but also enhance the reward package of those looking to join. For existing staff, the first payment would be made in December 2015 but repayable if they leave prior to December 2016; for new staff, the payment would be made on appointment (pro rata) and again repaid if they leave prior to December 2016. This payment would not be eligible for staff under capability review and would be refundable if staff left within a year of the last payment being received. The total cost would be in the region of £44k for 15/16 and £75k for 16/17. The 15/16 amount can be funded from under spends but budget approval is required for future years. The Council is also working on some workforce development initiatives to support the overall 'employment package' – for example career pathways, support for newly qualified, grow our own scheme.</p> <p>As payments are only made if staff remain in post then this approach if successful, will help avoid the additional costs of interim staff which works out at c£12k per annum above budget for a social worker.</p>

Source of funding requested	In 2015/16 the cost can be contained within the overall directorate budget due to under spends within the year. For 2016/17 onwards, an increase in budget is being requested.
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## Appendix 4: People Budget Monitoring Summary

Function	Outturn 2014/15	Budget	Revised Budget	Q1 Forecast	Q2 Forecast	Variance
<b>Directorate Management Costs</b>	<b>1,010,377</b>	<b>757,800</b>	<b>972,800</b>	<b>972,800</b>	<b>972,700</b>	<b>(100)</b>
Public Health	(211,861)	0	200,000	0	199,000	(1,000)
BCF Programme Support	63,000	50,000	50,000	41,700	38,100	(11,900)
BCF Contract and Procurement	14,200	200,000	200,000	189,000	189,000	(11,000)
BCF Supporting Independence	80,152	1,623,000	1,623,000	1,623,000	1,590,000	(33,000)
BCF Adult Social Care	71,360	173,000	173,000	166,600	154,000	(19,000)
<b>Adults and Health (Ringfenced)</b>	<b>16,851</b>	<b>2,046,000</b>	<b>2,246,000</b>	<b>2,020,300</b>	<b>2,170,100</b>	<b>(75,900)</b>
Non BCF Care Bill Transformation Programme	491,307	179,800	220,800	218,600	207,900	(12,900)
Non BCF Contract and Procurement	486,730	641,900	617,800	570,400	513,500	(104,300)
Community Support - Learning Disabilities	698,889	761,400	727,500	720,700	703,100	(24,400)
Non BCF Supporting Independence	1,008,559	620,100	690,400	621,100	540,900	(149,500)
Adult Social Care Direct Payments	757,499	879,400	879,400	823,400	714,700	(164,700)
Adult Social Care Home Care	856,541	773,100	773,100	1,035,600	1,056,900	283,800
Adult Social Care Residential & Nursing Care	2,399,487	2,798,900	2,868,600	2,794,000	2,727,400	(141,200)
Adult Social Care Day Care	170,236	147,600	172,000	196,300	196,300	24,300
Adult Social Care Assessments, reviews etc	960,185	986,600	833,200	894,700	845,300	12,100
<b>Adults and Health (Non Ringfenced)</b>	<b>7,829,434</b>	<b>7,788,800</b>	<b>7,782,800</b>	<b>7,874,800</b>	<b>7,506,000</b>	<b>(276,800)</b>
Childrens Disabilities Direct Payments	47,586	58,800	58,800	53,800	55,300	(3,500)
Childrens Disabilities Residential & Nursing Care	111,953	101,000	101,000	148,200	148,200	47,200
Childrens Disabilities Assessments, reviews etc	355,167	384,300	384,300	436,800	419,500	35,200
Safeguarding	151,060	195,000	189,000	146,900	157,000	(32,000)
Childrens & Adults Duty Social Care	259,782	501,400	527,400	535,800	506,600	(20,800)
Long Term Childrens Social Care	651,666	560,900	560,900	622,600	614,700	53,800
0-11 Early Intervention, CAF & Changing Lives	549,809	552,700	542,700	547,200	539,100	(3,600)

## Appendix 4: People Budget Monitoring Summary

Function	Outturn 2014/15	Budget	Revised Budget	Q1 Forecast	Q2 Forecast	Variance
11-19 Early Intervention	436,402	547,000	485,400	443,000	401,800	(83,600)
Fostering and Adoption	1,280,870	1,218,000	1,218,000	1,189,300	1,236,000	18,000
<b>Childrens</b>	<b>3,844,296</b>	<b>4,119,100</b>	<b>4,067,500</b>	<b>4,123,600</b>	<b>4,078,200</b>	<b>10,700</b>
Schools and Early Years	790,984	851,300	911,300	866,700	902,300	(9,000)
Rutland Adult Learning and Skills Service (RALSS)	62	0	0	(7,800)	(5,900)	(5,900)
<b>Learning and Skills</b>	<b>791,046</b>	<b>851,300</b>	<b>911,300</b>	<b>858,900</b>	<b>896,400</b>	<b>(14,900)</b>
Total People - GF (Ringfenced)	16,851	2,046,000	2,246,000	2,020,300	2,170,100	(75,900)
Total People - GF (Non Ringfenced)	13,475,152	13,517,000	13,734,400	13,830,100	13,464,000	(270,400)
<b>Total People – GF (Excluding DSG)</b>	<b>13,492,003</b>	<b>15,563,000</b>	<b>15,980,400</b>	<b>15,850,400</b>	<b>15,634,100</b>	<b>(346,300)</b>
Schools Dedicated Schools Grant (DSG)	(283,377)	0	0	(209,000)	(10,700)	(10,700)
<b>Total People</b>	<b>13,208,626</b>	<b>15,593,000</b>	<b>15,980,400</b>	<b>15,641,400</b>	<b>15,623,400</b>	<b>(357,000)</b>

## Appendix 5: Places Budget Monitoring Summary

Function	Outturn 2014/15	Budget 2015/16	Revised Budget	Q1 Forecast	Q2 Forecast	Variance
<b>Directorate Management Costs</b>	<b>177,840</b>	<b>179,800</b>	<b>179,800</b>	<b>184,300</b>	<b>188,500</b>	<b>8,700</b>
Development Control	122,089	211,600	211,600	66,600	69,300	(142,300)
Drainage & Structures	186,465	157,400	168,000	168,000	168,000	0
Emergency Planning	28,263	28,500	28,500	28,200	28,200	(300)
Environmental Maintenance	1,138,128	1,157,300	1,172,300	1,158,200	1,168,800	(3,500)
Forestry Maintenance	114,169	106,800	106,800	106,700	106,700	(100)
Highways Capital Charges	1,158,652	1,158,600	1,158,600	1,158,600	1,158,600	0
Highways Management	79,241	210,400	210,400	180,300	195,700	(14,700)
Home to School Transport	1,351,651	1,329,800	1,363,700	1,337,400	1,328,300	(35,400)
Lights Barriers Traffic Signals	214,317	264,100	264,100	255,600	254,900	(9,200)
Parking	(273,640)	(241,700)	(241,700)	(252,700)	(236,000)	5,700
Pool Cars & Car Hire	97,863	104,300	104,300	104,300	94,500	(9,800)
Public Protection	415,106	387,200	415,200	421,800	419,000	3,800
Public Rights of Way	114,383	117,600	117,600	117,200	115,300	(2,300)
Public Transport	788,041	833,400	833,400	808,600	807,800	(25,600)
Road Maintenance	1,359,226	1,219,100	1,001,500	1,250,000	1,000,600	(900)
Transport Management	314,983	367,600	455,200	435,200	395,200	(60,000)
Waste Management	2,036,878	2,077,300	2,077,300	2,073,600	2,117,800	40,500
Winter Maintenabce	266,594	262,300	262,300	262,300	262,300	0
Crime Prevention	149,900	156,200	156,200	154,600	128,300	(27,900)
<b>Environment, Planning and Transport</b>	<b>9,662,309</b>	<b>9,907,800</b>	<b>9,865,300</b>	<b>9,834,500</b>	<b>9,583,300</b>	<b>(282,000)</b>
Planning Policy	329,731	350,000	410,400	402,200	399,300	(11,100)
Housing	66,373	73,800	106,000	135,800	96,500	(9,500)
Tourism	6,844	13,600	13,600	12,500	16,200	2,600

<b>Function</b>	<b>Outturn 2014/15</b>	<b>Budget 2015/16</b>	<b>Revised Budget</b>	<b>Q1 Forecast</b>	<b>Q2 Forecast</b>	<b>Variance</b>
Health & Safety	34,071	36,200	36,200	36,100	36,000	(200)
Property Services	915,731	897,700	902,700	905,900	899,100	(3,600)
Building Control	(23,257)	(28,200)	(28,200)	(28,100)	6,700	34,900
Commercial & Industrial Properties	(42,166)	(162,600)	(162,600)	(163,400)	(80,700)	81,900
Economic Development	207,243	163,200	163,200	125,100	105,400	(57,800)
Culture & Registration Services	79,797	90,000	90,000	80,500	79,500	(10,500)
Libraries	383,363	436,400	446,400	448,700	447,100	700
Museum Services	308,847	343,100	343,100	345,000	343,900	800
Sports & Leisure Services	131,825	110,700	19,200	108,300	35,000	15,800
<b>Development and Economy</b>	<b>2,398,402</b>	<b>2,323,900</b>	<b>2,340,000</b>	<b>2,408,600</b>	<b>2,384,000</b>	<b>44,000</b>
<b>Total Places</b>	<b>12,238,551</b>	<b>12,411,500</b>	<b>12,385,100</b>	<b>12,427,400</b>	<b>12,155,800</b>	<b>(229,300)</b>

## Appendix 6: Resources Budget Monitoring Summary

Function	Outturn 2014/15	Budget 2015/16	Revised Budget	Q1 Forecast	Q2 Forecast	Variance
Chief Executives Office	255,011	335,000	345,000	325,500	313,800	(31,200)
Directorate Management Costs	188,786	190,100	190,100	190,000	196,400	6,300
Corporate Costs	152,351	155,700	155,700	156,500	155,800	100
Pensions	222,751	220,000	220,000	214,700	214,700	(5,300)
Audit Services	202,916	155,000	155,000	155,300	157,900	2,900
Insurance	174,638	173,600	198,600	193,600	195,800	(2,800)
Accountancy & Finance	590,429	612,800	625,800	617,100	629,900	4,100
Information Technology	1,324,756	1,525,000	1,564,000	1,565,500	1,484,100	(79,900)
Corporate Support Services	444,659	475,600	496,300	472,000	480,100	(16,200)
Members Services	194,525	205,700	209,700	209,700	209,700	0
Customer Services Team	141,879	223,500	253,500	248,100	242,400	(11,100)
Elections	80,146	46,900	46,900	25,600	33,100	(13,800)
Legal & Governance	432,148	346,400	346,400	346,600	346,400	0
Human Resources	383,051	412,900	422,900	418,800	433,700	10,800
Revenues & Benefits	116,616	379,200	389,200	332,700	314,600	(74,600)
Financial Support	41,297	75,000	75,000	40,000	37,100	(37,900)
<b>Total Resources</b>	<b>4,945,959</b>	<b>5,532,400</b>	<b>5,694,100</b>	<b>5,511,700</b>	<b>5,445,500</b>	<b>(248,600)</b>



## Appendix 7: Adverse variances over £100k

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

Directorate	People
Function	Homecare
Budget	£773,100
Forecast	£1,056,900
Amount requested	£Nil
Source of funding requested	N/A
Rationale	<p>Home care in older people is significantly overspent as reviews of individual assessments have resulted in increased chargeable hours despite the number of clients reducing. This is in line with the policy of keeping people at home as long as possible. The actual number of service users has decreased from 74 to 63 as the Council has tried as far as possible to signpost clients to other services. The average number of hours per service user has increased from 10 to 15 (total chargeable hours 923 per week) as the Council is dealing with more complex cases.</p> <p>Also, there is a pressure against Learning Disabilities due to a young person moving into the area requiring a substantial level of support. Some of this overspend could be offset by rebasing the budgets to better reflect the new functional budget management arrangement.</p> <p>Fairer Charging income is forecast to be below budget due to lower numbers of service users meeting the fairer charging thresholds. However, the Head of Service is reviewing the charges to ensure that income is being optimised wherever possible.</p>
Please explain why existing directorate budget can/cannot accommodate cost	<p>As the Directorate as a whole is forecasting an under spend, and a review and rebasing of budgets will be undertaken for 2016/17, a request for additional resources is not being sought at this time.</p>

## Appendix 8: Detailed Capital Programme

Directorate	Project Number	Project Description	Total Project Budget	Total Project Expenditure	Variance	Total Budget 2015/16	Committed Expenditure 2015/16	Estimated Outturn	Variance 2015/16 (Outturn to Budget)
People	CB1005	Devolved Formula Capital	53,900	42,964	(10,936)	53,900	21,482	42,964	(10,936)
People	CD1000	Disabled Facilities Grants	210,000	210,000	0	210,000	34,247	210,000	0
People	CD1011	Autism Innovation	18,500	18,200	(300)	15,000	5,854	15,000	0
People	CD1013	ASC System Replace	590,000	590,000	0	590,000	494,900	590,000	0
People	CD1015	Special Guardianship	60,000	60,000	0	60,000	4,320	60,000	0
<b>Total People Capital Programme</b>			<b>932,400</b>	<b>921,164</b>	<b>(11,236)</b>	<b>928,900</b>	<b>560,803</b>	<b>917,964</b>	<b>(10,936)</b>
Places	CH1038	Digital Rutland	2,670,000	2,670,264	264	80,000	57,000	80,000	0
Places	CH1058	Oakham Enterprise Park	3,482,500	3,480,947	(1,553)	177,000	175,447	175,447	(1,553)
Places	CAPB1	Capital Allocations Project Board	2,384,400	2,360,255	(24,145)	1,459,300	422,232	1,459,300	0
Places	HCP 15/16	Highways Capital Projects	2,044,000	2,044,000	0	2,044,000	577,650	2,044,000	0
Places	HCP	Highways Capital Projects	234,000	234,000	0	234,000	17,903	234,000	0
Places	CG1005	Library Capital Project	33,000	33,048	48	12,000	1,449	12,000	0
Places	CH1077	Active Rutland Hub	769,000	768,506	(494)	247,000	242,016	247,000	0
Places	CX1084	Sports Grants	500,000	500,000	0	500,000	269,382	500,000	0
Places	CG1004	Oakham Castle Restoration	2,400,100	2,400,136	36	2,380,600	140,054	2,380,600	0
Places	CG1006	Rutland Museum	60,000	60,000	0	60,000	40,024	60,000	0
Places	CD1005	Replacement CCTV	138,000	138,000	0	138,000	118,000	138,000	0
<b>Total Places Capital Programme</b>			<b>14,715,000</b>	<b>14,689,156</b>	<b>(25,844)</b>	<b>7,331,900</b>	<b>2,061,157</b>	<b>7,330,347</b>	<b>(1,553)</b>
<b>Total Capital Programme</b>			<b>15,647,400</b>	<b>15,610,320</b>	<b>(37,080)</b>	<b>8,260,800</b>	<b>2,621,960</b>	<b>8,248,311</b>	<b>(12,489)</b>

## Appendix 9 – Medium Term Financial Plan

	2014/15 Q4 Outturn £	2015/16 Approved £	2015/16 Proposed £	2015/16 Q2 Forecast £	2016/17 Proposed £	2017/18 Proposed £	2018/19 Proposed £	2019/20 Proposed £
People	14,173,000	15,651,300	15,980,400	15,634,100	15,789,900	16,001,200	16,539,300	16,866,700
Places	11,620,000	12,368,500	12,385,100	12,155,800	12,127,300	12,293,600	12,536,500	12,807,600
Resources	4,895,000	5,713,800	5,694,100	5,445,500	5,567,000	5,653,300	5,765,400	5,879,000
Inflation Contingency	0	0	0	0	264,800	542,000	827,000	1,122,000
Fire Authority Support		75,000	0	0	0	0	0	0
BCF Contingency			200,000	200,000	200,000	200,000	200,000	200,000
Highways Saving			250,000					
People First Savings		(300,000)	(17,200)	0	(317,200)	(542,200)	(817,200)	(817,200)
<b>Net Cost of Services</b>	<b>30,688,000</b>	<b>33,508,600</b>	<b>34,492,400</b>	<b>33,435,400</b>	<b>33,631,800</b>	<b>34,147,900</b>	<b>35,051,000</b>	<b>36,058,100</b>
Capital Financing	2,141,000	2,019,821	2,019,821	1,897,263	1,930,601	1,905,715	1,881,825	1,858,890
Interest Receivable	(154,000)	(116,000)	(116,000)	(225,000)	(213,000)	(299,000)	(314,000)	(338,000)
<b>Net spending</b>	<b>32,675,000</b>	<b>35,412,421</b>	<b>36,396,221</b>	<b>35,107,663</b>	<b>35,349,401</b>	<b>35,754,615</b>	<b>36,618,825</b>	<b>37,578,990</b>
<b>Resources</b>								
Non ring fenced grants	(1,594,000)	(331,200)	(411,200)	(560,100)	(164,500)	(136,700)	(113,600)	(96,560)
New Homes Bonus	(538,000)	(808,638)	(808,638)	(808,606)				
NHS Support for Social Care	(814,000)	(2,046,000)	(2,046,000)	(2,046,000)	(2,046,000)	(1,846,000)	(1,946,000)	(1,946,000)
Care Act Funding		(294,198)	(294,198)	(294,198)	(294,198)	(294,198)	(294,198)	(294,198)
Council tax freeze grant	(217,000)	(219,200)	(219,200)	(218,634)	(219,200)	(219,200)	(219,200)	(219,200)
Revenue Support Grant	(5,080,000)	(4,060,409)	(4,060,409)	(4,060,409)	(3,045,760)	(2,418,900)	(1,978,900)	(1,583,120)
Retained Business Rates Funding	(4,070,000)	(4,250,600)	(4,250,600)	(4,250,600)	(4,302,600)	(4,407,700)	(4,556,100)	(4,714,000)
Council Tax	(20,464,000)	(20,685,300)	(20,685,300)	(20,685,300)	(21,504,800)	(22,234,200)	(22,907,000)	(23,572,400)
Collection fund surplus	(495,000)		0		(90,000)	0	0	0
Capital met from Direct Revenue	46,000	880,000	520,000	520,000	180,000	0	0	0
Transfers to/from earmarked reserves	821,000	(1,166,984)	(1,676,784)	(1,263,000)	(527,100)	(97,200)	(97,200)	(97,200)
Appropriations	(1,883,000)	(1,854,900)	(1,854,900)	(1,854,900)	(1,854,900)	(1,854,900)	(1,854,900)	(1,854,900)
<b>(Surplus)/Deficit for year</b>	<b>(1,613,000)</b>	<b>574,992</b>	<b>608,992</b>	<b>(414,084)</b>	<b>1,480,343</b>	<b>2,245,617</b>	<b>2,651,727</b>	<b>3,201,412</b>
Balance brought forward	(8,062,000)	(9,226,600)	(9,675,000)	(9,675,000)	(10,089,084)	(8,608,742)	(6,363,125)	(3,711,398)
<b>Balance Before New Homes Bonus</b>	<b>(9,675,000)</b>	<b>(8,651,608)</b>	<b>(9,066,008)</b>	<b>(10,089,084)</b>	<b>(8,608,742)</b>	<b>(6,363,125)</b>	<b>(3,711,398)</b>	<b>(509,986)</b>
New Homes Bonus					(1,190,600)	(1,508,200)	(1,755,700)	(1,905,900)
<b>Balance carried forward with NHB</b>	<b>(9,675,000)</b>	<b>(8,651,608)</b>	<b>(9,066,008)</b>	<b>(10,089,084)</b>	<b>(9,799,342)</b>	<b>(9,061,925)</b>	<b>(8,165,898)</b>	<b>(6,870,386)</b>

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