

## CABINET

31<sup>st</sup> July 2018

## ANNUAL REPORT

### Report of the Chief Executive

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/180418	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader and Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Resources (other than Finance and Communications)	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
	Holly Bremner , Communications Manager	hbremner@rutland.gov.uk
Ward Councillors	All	

### DECISION RECOMMENDATIONS

That Cabinet:

1. Considers the 2017/18 Annual Report (Appendix 1);
2. Provides feedback on the content; and
3. Recommend to Council the approval of the Annual Report (Appendix 1).

## **1 PURPOSE OF THE REPORT**

- 1.1 This report provides a background to the creation of the 2017/18 Rutland County Council annual report and information on how it will be used and distributed to highlight the impact the Council is making.

## **2 BACKGROUND AND MAIN CONSIDERATIONS**

- 2.1 The Council provides a range of services to tax payers, but unless you engage with a particular service, it can sometimes be hard for residents to understand where that money is spent and the impact it is having.
- 2.2 Transparency is at the heart of the Council's operations. The Council is performing highly in many areas. Performance data is always published, but not in a format that is appealing to residents.
- 2.3 To encourage residents to proactively engage with our performance, the Council has developed a review of 2017/18, which will be presented in the form of an annual report.
- 2.4 The impact of delivering our performance data in this format will be trialled through the publication of this report in July, and feedback will be used to inform whether we continue this approach in future years.

## **3 THE 2017/18 ANNUAL REPORT**

- 3.1 The Annual Report (**Appendix 1**) features:
- An introduction from the Leader
  - Information on how your money is spent
  - Service sections (Children and Young People, Health and Social Care, Adult Social Care and Health, Lifelong Learning, Planning, Highways and Transport, Waste Management, Property, Culture, Leisure and Finance).
- 3.2 Each service section provides a breakdown of key statistics for that service, presented in a dashboard, and 'good news' stories, relevant to each service area.

## **4 DISTRIBUTION**

- 4.1 A small number of reports will be printed and shared with all our Councillors, staff and partner organisations and placed in our Libraries and Customer Service areas. The report will be presented on the website through a digital turn page document reader (DDA compliant) and links to different content shared through social media, staff networks and syndicated through partner channels.

## **5 CONSULTATION**

- 5.1 Chief Officers and portfolio holders were consulted on the design and development of the report and provided content for each service area.
- 5.2 A proposed dissemination plan is attached at **Appendix 2** to this report.

## **6 ALTERNATIVE OPTIONS**

- 6.1 The alternative was to produce the usual Quarter 4 report. This is a trail and feedback will inform the decision whether to continue with this method of communicating our performance.
- 6.2 To not produce any form of report would not be acceptable as in accordance with transparency requirements placed upon the Council.

## **7 FINANCIAL IMPLICATIONS**

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

## **8 LEGAL AND GOVERNANCE CONSIDERATIONS**

- 8.1 The Council feeding back in relation to its services enables a transparent approach to work undertaken with public money.

## **9 DATA PROTECTION IMPLICATIONS**

- 9.1 A Data Protection Impact Assessments (DPIA) has been completed. No adverse or other significant risks/issues were found. A copy of the DPIA can be obtained from Holly Bremner [hbremner@rutland.gov.uk](mailto:hbremner@rutland.gov.uk).

## **10 EQUALITY IMPACT ASSESSMENT**

- 10.1 Disability Discrimination Act has been considered throughout the development and publication of the printed and e-document.
- 10.2 An Equality Impact Assessment (EqIA) screening form has been completed and a full assessment is not required. A copy of the screening form can be obtained from Holly Bremner [hbremner@rutland.gov.uk](mailto:hbremner@rutland.gov.uk).

## **11 COMMUNITY SAFETY IMPLICATIONS**

- 11.1 There are no Community Safety implications.

## **12 HEALTH AND WELLBEING IMPLICATIONS**

- 12.1 There are no Health and Wellbeing implications.

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

- 13.1 In conclusion, it is recommended that Cabinet consider the Annual Report and recommend to Council.

## **14 BACKGROUND PAPERS**

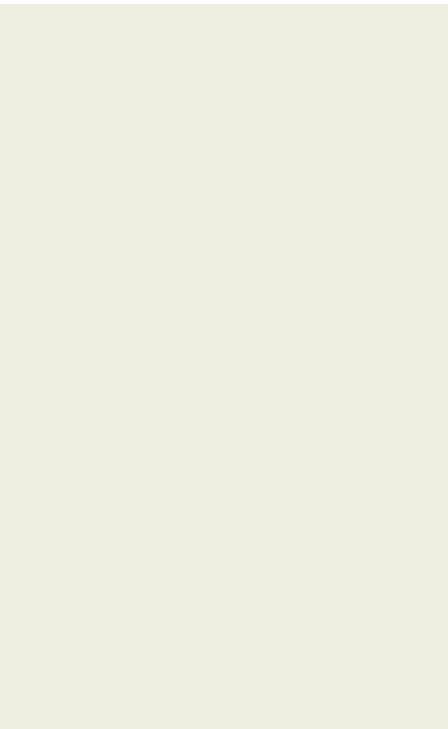
- 14.1 There are no additional background papers to the report.

**15 APPENDICES**

15.1 Appendix 1 – Annual report draft

15.2 Appendix 2 – Dissemination plan

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



Rutland County Council Annual Report 2017/18

# How are we doing?





**Rutland**  
County Council

## Welcome to Rutland's Annual Report

Welcome to Rutland's Annual Report for 2017/18.

This is the first time that the report has been published in this way as part of a commitment to be far more open and transparent about how we serve our communities across the county.

The report highlights our key performance areas across Children and Young People, Adults and Health, Lifelong Learning, Planning Policy, Highways, Transport and Waste, Leisure, Culture and Finance.

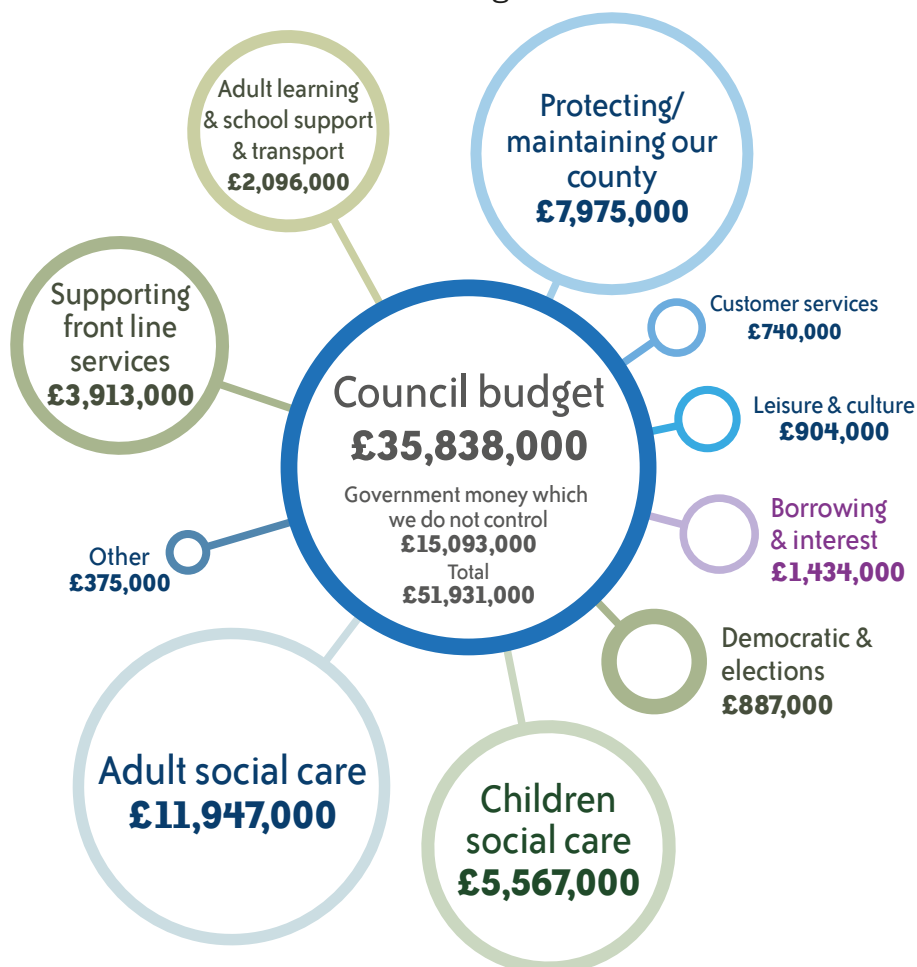
It shows whether we are either meeting, exceeding or failing to meet our targets.

We would welcome your feedback as part of our continual drive to improve what we do. Please do tell us what you think at

[Letusknow@rutland.gov.uk](mailto:Letusknow@rutland.gov.uk)

## How do we spend your money?

This shows the budget for 2018/19



## Council budget since 2013

**We have delivered £5.1m in savings**

**Examples of savings:**

- Getting better value out of contracts
- Cutting IT costs
- Sharing staff with other councils
- Income, including money generated from the new business park
- New ways of delivering services

**£7.2m in rising costs**

Including

**£2.8m**

From increased costs in social care

**+**  
**We have lost more than £2.5m in Government funding, which has been balanced by Council Tax increases**

## Our aim is to make Rutland the best place to live in the UK



Whenever surveys or newspaper articles are published looking at the best place to live in the UK, Rutland's name is never far from the top.

Our quality of life is second to none when you consider our outstanding schools, wonderful scenery, beautiful towns and villages, good public services and a strong community that pulls together.

We take none of this for granted. We are guardians for Rutland and our role as a council is to protect, preserve and enhance life in our great county.

When I was voted in as Leader in February, I made a promise that the council would be much more open and transparent about the work that we are doing. In that spirit, we are pleased to publish our Annual Report, which includes details of how we are performing.

There are many areas where we are doing well but there are also areas where we need to improve.

I am proud of the quality of our schools and the enormous work that went into keeping our roads open during periods of severe winter weather. I am also proud of the roll-out of super-fast broadband and the continued growth at Oakham Enterprise Park which is helping local businesses succeed.

I know that there are things that we got wrong. We should have taken a different approach to how we planned and consulted on plans to improve Oakham Town Centre. We have learnt from this by setting-up a community-led group to look at what should happen to improve the town centre.

The learning from this has also informed our approach to the redevelopment of St George's Barracks. As a partnership project between the Ministry of Defence and the council we are keen to ensure that the people of Rutland can help inform the decisions that need to be taken around the need for growth, affordable housing and investment in public services, with development that is sustainable. It is a tough balance and we will do everything possible to get that balance right.

**Oliver Hemsley**

Leader of Rutland County Council

## Our priorities



Safeguarding our most vulnerable and supporting the health and well-being needs of our community.



Helping families and communities reach their full potential.



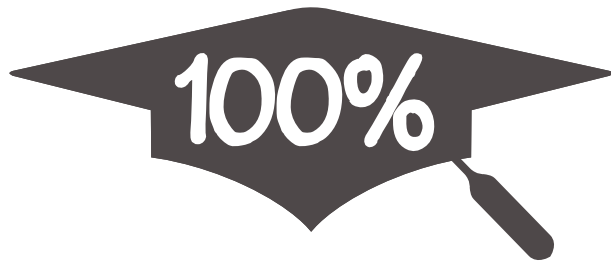
Delivering controlled and sensible growth for the County with investment in housing for a range of needs along with employment and skills opportunities, infrastructure and public services.



Providing value for money to our residents and business and ensuring financial sustainability.



# Highlights from the year



of Rutland's schools are

**GOOD**  
OR  
**OUTSTANDING**

# 98%

of parents receive a

**PRIMARY OR  
SECONDARY SCHOOL**  
of their  
**CHOICE**



# 24/7

Operation to keep  
Rutland's

**ROADS  
OPEN**

in winter



**SUPERFAST  
BROADBAND**

rolled out to

# 98%

of the County



**Oakham  
Enterprise  
Park grows**

which is helping  
businesses

*GROW*

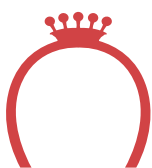
**RUTLAND**

shortlisted by  
Government for

**INFRASTRUCTURE**  
investment

**Extra funding**  
for Armed Service

# SUPPORT



Oakham Castle

**RESTORATION**

complete



## Children and Young People







**By Cllr Richard Foster, Cabinet Member for Safeguarding - Children and Young People, Armed Forces Champion**








Making sure that every child and young person growing up in Rutland has the best start in life is one of the council’s primarily responsibilities. The job is multi-faceted, stretching from protecting children and young people who are vulnerable, through our social work and fostering service, through to ensuring that parents have access to the right advice and support. What blends all this together is our desire to put families first. For example, we do everything possible to prevent children from going into care because of the intensive work we do with families experiencing problems. We also reach out to many more families through the fantastic Vision’s Children’s Centre, which brings together health and social care services.

The ultimate test of what we do is the opportunities that are provided younger people when they leave school – and I am delighted to say that nearly every single young person in Rutland goes on to employment, training or further education. A record to be proud of.



Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>% of children Not in Education, Employment or Training (NEET)</b>	2.2%	0.9%	We want to help young people make the best choices in life based on maximising all the available opportunities.		We work closely with schools to identify those children who are or at risk of dropping out of education and offer careers advice and support to those children in order to secure their engagement in education, training or employment.
<b>% of children whose destination after leaving secondary school is not known</b>	2.6%	0.9%	We need to know the destinations of children, post 16 years of age to identify those at risk of Not Being in Education, Employment or Training.		By sharing information with schools we can work with children directly and ensure that they are making the choice that is right for them.
<b>% of single assessments that were completed within 45 days</b>	85%	86%	Assessments carried out in a timely manner ensure that we are able to earlier identify the support needs of vulnerable children.		We use information systems to ensure assessments are carried out, usually within 35 days or according to the requirements of each family.
<b>% of Children Looked After who have had 3 or more placements in last 12 months</b>	4%	3%	Children Looked After have better outcomes when in stable placements.		We ensure quality placements are provided at the outset with a quality matching process.
<b>% of children in care for 2.5 years or more who have been in the same placement for 2 years</b>	70%	75%	This measures a different aspect of stability: those children in the same place for 2.5yrs or more.		We ensure quality placements are provided at the outset with quality matching process to enable children to be placed with appropriate carers who meet their needs
<b>Child Protection Plans lasting 2 years or more</b>	5%	0%	<p>Child Protection Plans are used when children are deemed to have suffered significant harm or there is a likelihood they will suffer significant harm.</p> <p>We address the concerns with the Plan in a timely manner to ensure any significant harm to children is reduced in a timely manner and support them to remain in a safer environment.</p>		All children coming up to 12 months of a Child Protection Plan are reviewed and we consider ways of working to ensure children are safeguarded in a timely and effectively manner.

Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>% of children becoming subject to a Child Protection Plan for a second time within the previous 2 years</b>	5%	16%	This is an important measure of whether we are getting our risk thresholds right. If too many children are subject to a Child Protection Plan for the second time then the threshold may be too low or too high.		Given Rutland's size, it can be challenging to manage within a percentage. For example, with our small cohort, although the current figure (16%) is above target (5%), this refers to just one family.
<b>Children Looked After cases reviewed within timescales</b>	100%	100%	Ensuring reviews are held on time ensures Plans are overseen and work is completed without drift. Children Looked After should have access to timely support to enable them to fulfil their potential. The review process oversees all the work being done and ensures there is no delay for the child.		The ethos within the team ensures that all our statutory duties are met.
<b>% of referrals to social care that go on to assessment</b>	95%	98%	All referrals should have an assessment to identify the needs of child/family and how we plan to meet those needs.		Our expectation is that every family entering our service has an assessment which drives our ethos around continual improvement.
<b>Number of contacts progressed within one working day</b>	100%	84%	When a child is referred to us following a concern it is important that all contacts are made within a day so that the case can be properly assessed.		Where this does not happen it is usually because we are waiting on further information and a delay would usually be in the child's best interests.
<b>Percentage of permanent staff in post in Children's Social Care</b>	80%	90%	A higher proportion of permanent staff supports consistency of practice and is associated with better outcomes for children.		Over the last 18 months there has been a shift away from agency staff and towards permanent staff. In 2016, 50% of children's social workers in Rutland were agency staff; currently there is one member of staff who is from an agency.



## Success of Visions Children's Centre

**The relocation of Visions Children's Centre to its new home alongside Oakham Library has been a huge success. Since opening in October 2017, footfall has increased by 53%, compared to the same period the previous year, when the service was located at Catmose College.**

Lucy Beesley, Senior Practitioner for Targeted Intervention (Early Help), says: "The new Children's Centre is larger and easier to access than our previous home, providing a lighter, friendlier and more spacious environment. The enclosed outdoor area allows children to learn and play outside, and the fact that we manage the building ourselves means we can run activities in the evenings. As well as providing a variety of activities – including Stay and Play, Baby Play, Rhyme Time and Storytelling sessions – we offer support groups for young parents, breastfeeding, single parents and those with children with special needs."

"The move has revolutionised what we can do; we're much more accessible, both to the public and from a multi-agency point of view. We're developing our 'all-round care' approach for families, delivering holistic, person-centred support, in a single, purpose-built place. In collaboration with the library, we're working jointly with Health and Social Care to host:

- Health Visitors – clinics and 2-year checks
- Speech and Language Therapists
- CAMHS family therapy (child and adolescent mental health services)
- 'Early Help' assessments and support (to stop or prevent escalation of difficulties)

- Disability Advocacy
- Bumps to Babies' healthy antenatal programme
- Aiming High supporting families of children/young people with disabilities
- Cookery classes and 'Spud Club' for Young Parents

This collaborative, joined-up approach has a tremendously positive impact on the lives of children and families."

Visions Children's Centre is open from 8.30am to 5.00pm, Monday to Thursday and 8.30am to 4.30pm on Fridays. For information, including a full programme of sessions and activities, please visit the Visions Children's Centre website:

**[www.visionsccc.co.uk](http://www.visionsccc.co.uk)**

# Providing vulnerable children with a caring family

**Foster care can provide a safe, secure and caring family environment for children who can't live at home. Many of the reasons it is required will only apply for a short time. In other cases children might need to be fostered for much longer.**

Shirley Bowron, Team Manager for Fostering, Adoption and Care Leavers, says:

“We work with foster carers for children from birth to 18 years, in a range of placements including; short-term, long-term and emergency care, special care for those with disabilities, respite care, remand care for young offenders, and temporary accommodation for young people getting ready to live independently. We provide support, advice and guidance, helping foster carers to provide the best placements possible for the children and young people in our care. By ensuring good quality recruitment and training activities our aim is that children, young people and carers in Rutland get the right support and interventions at the right time.”

Nicola, describes what motivates her work as a foster carer:

“I've been very privileged to have a good childhood and the chance of giving something back to somebody who hasn't been so fortunate is what it's about for me. These children need to be given a fair chance in life; somebody needs to be there for them. We need to give them a safe environment and encourage and guide them to be the best that they can be, so that they can meet their true potential after a difficult start in life.”

Another of our foster carers, Lou, says:

“My partner and I have fostered over 19 children and learnt a hell of a lot over the years; each one of them is unique and you need to be

prepared for anything. If me and my family have changed a situation for the better, it's bliss; we get a sense of 'yeah we did this'.”

“It's incredibly fulfilling to know that you've had a positive influence on someone's life – especially if they've never had a positive experience before. Only recently I bumped into one of the lads we fostered; he gave me a big hug saying 'you cared for me and no-one else did' which meant a lot to me.”

**If you are interested in becoming a foster carer go to [www.rutland.gov.uk/fostering](http://www.rutland.gov.uk/fostering)**



## Adult Social Care

**By Cllr Alan Walters, Cabinet Member for Adults, Public Health, Health Commissioning, Community Safety & Road Safety**

**Did you know that nearly £1 in every £3 we spend goes on social care?**



While it is by far the biggest chunk of your council tax bill, it is also one of the most important in terms of the outcomes that are achieved.

It is also an area under huge strain because of the increasing demand for services and support, particularly given that we have a rising elderly population. We all want our parents, or grandparents – and indeed ourselves – to receive quality care and support when we get old.





Our ethos within Rutland is not to look at what people can't do, it is to look at what people *can* do, giving them the skills, tools and confidence to stay independent and in control of their lives.

Residential care for us is a last resort, because all the evidence naturally shows that people are happier when they are in their own homes with support networks around them.



We have one of the best records in the country at ensuring that if someone is unlucky enough to go into hospital, maybe because of a fall, that they have the right support in place when they get home to make sure it does not happen again. This includes making adaptations in the home as well as providing physiotherapy services.

For Rutland's residents, you can be sure that the biggest chunk of your bill is well spent on delivering outcomes for our most vulnerable people, even when the pressures on our services are rising all the time.



Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>% of carers signposted to appropriate follow-on services after an assessment</b>	80%	100%	Informal carers make a vital contribution to the health and wellbeing of the people they care for. Caring for the carers is therefore an intrinsic element of our work.		We have also been improving the services that we provide to carers. This includes the introduction of non-means tested grants for home adaptations such as a stairlift or level access shower. We have also introduced an Admiral Nurse role focussed on supporting carers looking after someone living with dementia.
<b>% of Adult Social Care reviews for people with Learning Difficulties completed annually</b>	80%	95%	It is important that strengths and care needs are looked at regularly to ensure that support is personalised and that opportunities are there for people to exercise choice and control in the shaping of their ongoing support.		Personalisation, choice and control is at the heart of our assessments.
<b>% of Adult Social Care reviews completed on time</b>	80%	95%	The time it takes to complete reviews is a key issue for measuring how effectively we respond to residents asking for our help and support.		Through Continuous Professional Development, the review team is also further developing its practice in personalisation of care, which helps to ensure that service users can be more involved and more creative in shaping the support that is right for them.
<b>% of service users who were still at home 91 days after discharge</b>	87%	95%	There is strong evidence that reablement (supporting people to stay independent at home) leads to improved outcomes and better value for money.		Reablement is a form of physical therapy enabling people to find new ways to accomplish day-to-day tasks that have become more difficult because of a change in their health. People are now being offered services that complement reablement to help them to remain at home, for example by making adaptations in the home.



Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Daily average number of delayed days transfer of care (DToC) per 100,000 population aged 18+ (July 2017 to March 2018)</b>	5.3	5.4	<p>A delayed transfer of care (DToC) occurs when a patient is medically fit to transfer from acute or community hospital but is still occupying a bed. This has a negative impact on the capacity of the health system, and on the health and wellbeing of the individual.</p> <p>Although the very challenging target was narrowly missed, Rutland is one of the best performing Authorities in the country for this measure.</p>		We minimise DToCs through effective discharge planning and joint working between health & social care services, enabling people to leave hospital safely as soon as they are medically fit for discharge and increases their potential to resume living independently, a key aim of social care.
<b>Permanent admissions of older people (65+) to residential and nursing care homes</b>	<30	29	Avoiding permanent placements in residential and nursing care homes is a good measure of helping people stay in control and remain independent, Whilst not suitable for every circumstance, research suggests that it is often better for people stay in their own home rather than move into residential care.		The emphasis of the Rutland social care approach remains one of supporting people to live independently in the community for as long as possible, and this is reflected in very low rates of permanent care home admissions.

# Success in ensuring that elderly people discharged from hospital are able to stay living at home independently

## Rutland’s social care services help some of the most vulnerable people in our communities.

The County Council is responsible for making sure the needs of adults in our county are met and we know that, as our population grows older, it’s going to be a challenge to keep Rutland healthy and well. For example, the number of people aged 65 and over who have a significant health problem is expected to double between 2010 and 2030.

To plan for this major change we’ve radically altered the way that we deliver adult social care in Rutland, so that we can carry on helping people to live healthier, more independent lives.

This has meant working even more closely with our partners in the health and voluntary sectors, and focusing on finding different ways to do things, rather than simply cutting or reducing services.

One of the areas where Rutland plays a vital role is helping elderly patients to return home from hospital after an illness or accident, which also eases pressure on the NHS. Our reablement or rehabilitation teams, known as REACH, do this by providing hands-on care and support – giving people the confidence to

return to their homes, aided by adaptations and equipment to ensure they remain safe.

As a result of this support, 95% of people aged 65 and over who’ve been admitted to hospital from Rutland are still at home 91 days after being discharged. That figure is up from 91% last year and set against a target of 87%.

David Chappell received reablement support from the REACH Team following a fall

in October 2016, helping him to return home and recover from his injuries: “I can’t thank the REACH Team enough for what they did for me. They gave me reassurance when I was sat in hospital thinking, ‘how am I going to cope at home?’ I didn’t want to be stuck there ‘bed-blocking’ and thought I’d be out driving my car again in a week or so. I just couldn’t do it. REACH built back my independence and gave me the reassurance that I needed.”



# Innovative ‘Many Years’ project brings generations together

**Younger people and older people came together for an inspiring inter-generational project run that enabled them to share experiences.**

Thanks to the ‘Many Years’ project, young children from the ‘Sallywags’ nursery in Oakham came together with the nearby Rutland Care Village where they spent time with residents aged 71 – 90 years.

The aim of the group has been to encourage interaction between generations and explore the positive effects of bringing young children and older adults together, sharing activities over a six-week period, which included bead making and singing.

Recently a party was held to mark the end of the project which was attended by family members. The celebration buzzed with warmth and chatter as participants young and old received certificates and reflected on the fun they’d had together.

One of the residents, Jilly, gave a heartfelt vote of thanks to everyone involved, expressing how the group had “...loved every minute of it”.

This enthusiasm was shared by everyone, with Caroline Garnett-Clarke, Sallywags’ Nursery Manager, describing the project as “a wonderful experience for the children”.

“I loved the idea of Jake spending time with older people who weren’t his grandparents. He really looked forward to



visiting them and talked about what they did together; it obviously struck a chord with him,” said Gillian, mother of a preschool participant

At the other end of the spectrum, Patrick Kelleher was thrilled with how the project helped his mum, Lily, transition into residential care in January.

“Mum has loved being part of this project and often talks about the children and what they’ve been up to. It definitely helped her to settle in when she first moved here and put my mind at rest that she’s somewhere very warm and loving. It’s been great for all concerned,” he said

A truly collaborative effort, the project’s success hinged on a huge commitment from everyone involved.

Kelly McAleese, a project lead for Rutland County Council, said: “I’m so proud of

the team who made it happen. It took months of preparation and a lot of hard work, but standing here today, seeing the positive impact it has had, makes it all worthwhile. This kind of work is proven to benefit overall wellbeing; recognising and responding to the different needs of our community. Connecting different generations together brings meaning and joy to people who might otherwise feel very isolated and alone, while helping create stronger communities.”

Those involved in running Many Years will now evaluate the project’s success, the positive feedback it has received and the partnership that has been created. The hope is that Many Years will continue and be used as a model for similar projects in future – perhaps focusing on differing age groups and community settings.

# Lifelong Learning

**By Cllr David Wilby, Cabinet Member for Lifelong Learning, Early Years, Special Educational Needs & Disabilities, Inclusion**



Our aim is to make sure that every single person in Rutland can fulfil his or her potential.

The quality of our schools and adult education offer is integral to this – and on both counts, I am pleased to say that we are doing well.

Indeed, Rutland is one of only five places in the country where all our state funded schools are good or outstanding. This is testament to the quality of leadership and teaching in our schools, along of course, with the way we work as a team with parents. Your council is essentially the glue in all of this – we help schools to share best practice and data and intelligence that is used to drive performance. It is a great example of how Rutland, as a small county, can achieve such outstanding results because of the way we work so well as a team.

That ethos of excellence extends right through to Rutland Adult Learning and Skills Service, which has been commended by Ofsted as being Good with many outstanding features.

The culture and ethos that drives education is around continued improvement – when it comes to your child’s future, we cannot, and never will, settle for anything other than the very best.



## WHAT OFSTED RECENTLY SAID ABOUT SOME OF OUR SCHOOLS:

**St Mary and St John CofE VA Primary School (April 2018)**

“Your school is a happy place where pupils feel involved. They say learning is fun.”

**Edith Weston Primary Academy (November 2017)**





“Leaders, governors and trustees have high expectations for all pupils in school. They want pupils to achieve well and be independent.”




**Langham CofE (Controlled) Primary School (December 2017)**

“The school is well placed to continue to improve. The governing body is very effective. The quality of teaching and the use of assessment are good.”

**Oakham CofE Primary School (September 2017)**

“Leaders provide rigorous guidance and effective staff training. This has made sure that teaching across the school is now good.”

Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
% of children whose application was received within statutory timeframe, who were offered their first choice primary school place	95%	97%	Rutland is one of the few places in the country where all our schools are good or outstanding. Our aim is to give parents as much choice as possible in where their child goes to school.		We work closely with early years settings and primary schools to target the relevant children who are due to start primary school and secondary school. We are able to write directly to parents advising them of the application process and deadlines. As a result of this the majority of applications are submitted on time, thus avoiding late applications which are less likely to receive an offer at a preferred school.
% of children whose application was received within statutory timeframe, who were offered a primary school of their choice (1st to 3rd choice)	100%	100%			
% of children whose application was received within statutory timeframe, who were offered their first choice secondary school place	90%	96%			
% of children whose application was received within statutory timeframe, who were offered a secondary school of their choice (1st to 3rd choice)	98%	100%			

Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Achieve at least the national average for the % of pupils in KS1 achieving greater depth in Reading, Writing and Mathematics (% points)</b>	>0	R 0 W -3 M -5	Our aim is to support and challenge schools in raising standards to ensure that every child fulfils his or her potential. These targets were set in autumn 2017 to reflect key areas where Rutland's schools' performance was not consistently at or above national expectations. New data will be available autumn 2018.		<p>To improve performance at KS1, KS2 and KS4 the Learning and Skills Service is:</p> <ul style="list-style-type: none"> <li>• Interrogating individual school data and identifying areas of strength and further development, while producing comparative data which is shared with school leaders.</li> <li>• Working with schools individually to look at areas for improvement.</li> <li>• Brokering or commissioning support from practitioners with experience and expertise in relevant areas.</li> <li>• Extending the training and guidance for teachers new to Year 2 and Year 6 to all Year 2 and Year 6 teachers.</li> <li>• Working in partnership with Rutland Teaching Alliance on a cohesive programme of training and guidance, coupled with delivery of termly teacher monitoring and assessment support.</li> <li>• Encouraging greater collaboration between schools with a focus on undertaking robust peer review focussed on pupil outcomes.</li> </ul>
<b>Achieve positive progress KS1 to KS2 in each of Reading, Writing and Mathematics</b>	>0	R +2 W -0.3 M +0.1			
<b>Gender gap (% points) for pupils reaching the expected standard at KS2 (Reading, Writing and Mathematics combined)</b>	8%	10%			

Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Progress 8 score remains above national at the end of KS4 in all measures</b>	0	0.32	Progress is an important indicator of the gains children & young people make from their starting points. Progress 8 is the main national measure of the progress children make up to KS4 (GCSEs) and an area where Rutland traditionally performs very strongly. Rutland has the highest score in the region for both Progress 8 and Attainment 8 and is in the top 10 nationally.	✓	The Learning and Skills service continues to promote high outcomes for all pupils and is promoting a renewed focus on a broad and enriched curriculum which is better meeting the needs of children of all abilities.
<b>Key Stage 4 (Attainment 8 score) gender gap is better than the national average</b>	<5.8	1.4	As there is evidence of a gender gap at KS2 it is important to measure whether this extends to KS4 outcomes too.	✓	





## Rutland’s schools amongst the best in the UK

**Rutland County Council is one of only five local authorities in the country to have all of its 22 state-funded schools rated as either ‘good’ or ‘outstanding’ by Ofsted. This means that Rutland’s provision is on a par with City of London (which has one state-funded school), Harrow (which has 62), Kensington and Chelsea (which has 40) and Westminster (which has 61). Additionally, all of the Early Years providers who have been inspected are also judged good or better.**

The work of the Learning and Skills Service is embedded in the council’s Education Framework 2017-2020 which is focused on delivering sustained improvement in education and making sure that every individual can reach their full potential.

The Council works closely with local schools to help foster a culture of excellence in education. This involves supporting the quality of improvement plans and measuring impact, sharing intelligence, widening training opportunities for teachers and working with Rutland Teaching Alliance to deliver a

cohesive training programme that reflects local, regional and national expectations and areas for focused improvement.

The Council runs an Education Performance Board, which brings together education leaders to provide robust monitoring and review of the performance and progress of improvement of education providers including Early Years settings, schools and Adult Learning provision.

Dr Tim O’Neill, Director of People and Deputy Chief Executive, says: “Strong, transparent and challenging

partnership working between the local authority, schools and other education settings has been crucial to our progress.”

All of our Rutland schools, whether they are maintained by the LA or are single or multi-academy trusts, are significant contributors to the self-improving school led system. It is through their shared accountability for the outcomes of all the children and young people in the state-funded education system that the successes that have been achieved through the support and guidance of the LA over time can be sustained for our future generations.



# Rutland adult learning and skills service - good with outstanding features

**Qualifications gained through adult learning are hugely important for job seekers and Rutland's Adult Learning Centre has once again been rated 'Good' by Ofsted, following its latest scheduled inspection.**



Based at Oakham Enterprise Park, Rutland Adult Learning and Skills Service (RALS) offers classroom learning and qualifications in English, maths, accounting and IT, as well as a range of courses covering employability, life skills, arts and languages.

By offering adults progression into employment RALS has the potential to change lives and has helped some learners return to employment after long periods of time out of the workplace. The service also provides opportunities for people whose previous experiences with education may not have been positive.

Ofsted visited RALS in April 2018 and rated the service as 'Good'. The inspection highlighted a number of positive features, including:

- RALS courses help to meet the needs of local communities in Rutland
- teaching staff are highly qualified and enthusiastic about their subjects
- people who use the service comment on the high-quality teaching they receive

- tutors have high expectations of their learners
- the standard of work by many learners is high

RALS works in partnership with Peterborough Regional College to offer apprenticeships and workplace learning qualifications covering a wide range of sectors, including:

- support teaching and learning in schools
- early years and childcare
- health and social care
- business administration
- customer service
- catering and hospitality
- ICT

Figures also show the success rates for RALS learners are well above the national average:

- GCSE success rate for all learners of 97% (10% above national average)
- all RALS qualification success rate of 92% (9% above national average)
- apprenticeships success of 79% (7% above the national rate)
- community learning 93% success (5% above national average)

RALS is also an accredited centre for the Association of Accounting Technicians (AAT), offering courses for AAT Certificates in Accounting Level 2 and 3 to open doors to chartered accountancy, university, self-employment and more.

For more information or details about courses, call: 01572 758 122, email: [adultlearning@rutland.gov.uk](mailto:adultlearning@rutland.gov.uk) or visit: [www.rals.org.uk](http://www.rals.org.uk)

# Highways and Transportation

## By Cllr Lucy Stephenson, Cabinet Member for Highways & Transportation



Our job is to keep our county moving – while making it sure appropriate development happens in a controlled and sensible way.





From fixing potholes and gritting the roads in winter, to investing in public transport, our county relies on having the right infrastructure and support in place.

The job is a tough one even in the best of times, but we were particularly tested in the severe winter months of February and March when our teams literally worked around the clock seven days a week to keep our roads clear. Our gritting teams covered 160 miles of roads up to three times a day.

It is not just about keeping people moving – it is also about making keeping people safe too. I am proud of the efforts of our road safety team when it comes to promoting a safer environment on our roads, which includes working with local schools as well as running training courses for cyclists, drivers and motorcyclists of all ages.



Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Net additional homes provided</b>	140	251	Cumulatively, over the period 2006-2018 Rutland has met the national housing requirement, with a consistent annual oversupply since 2013/14. The healthy supply is in part attributable to the Sustainable Urban Extension at Oakham North which is allocated in the Core Strategy. A Local Plan Review is currently underway which will provide for additional housing up to 2036.		Nationally, an estimated 240-300k new homes are needed per year in England; however, there is a national undersupply of housing, with only 217,350 net additional homes delivered in 2016/17 against an aspirational target of 300,000 new homes p.a.

Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Number of affordable homes delivered</b>	40	21	There are currently around 2,100 affordable homes (e.g. rented affordable or shared ownership) in Rutland and there is a high need for more accommodation for local people.		<p>The number of additional affordable homes delivered can vary between years, as we take advantage of good opportunities when they are ready to proceed. An average of 35 affordable homes per year were provided in Rutland the 4 year period 2014-18.</p> <p>Much of this is through the Council working with housing associations to regenerate outmoded housing or garage sites that were no longer fit-for-purpose.</p> <p>For comparison, the latest affordable housing delivery figure for the whole of England is for 2016/17 – adjusted for Rutland’s population this would have been 29 additional affordable homes.</p>
<b>Processing of major planning applications within 12 weeks</b>	60%	100%	The indicator shows how quick we are to make decisions and avoid causing delay to development.		Procedures have been changed to remove delays in the system and create an ethos where all applications will be processed within the timescale.
<b>Processing of minor planning applications (within 8 weeks)</b>	60%	100%			
<b>People killed or seriously injured in road traffic accidents</b>	80%	99%	The indicator shows how quick we are to make decisions and avoid causing delay to development.		



## How we are supporting your local public transport services

**We know that public transport is hugely important for people living in rural areas, not least here in Rutland. Buses, in particular, represent a lifeline for those who need to travel for work, education or healthcare but who don't have access to personal transport.**

Being a rural area, the majority of Rutland's bus services are supported by the County Council and run by private companies that operate vehicles along the routes that we plan.

All local Councils are under immense pressure because we're receiving less and less money from the national government. In most areas, funding for local transport services has been cut considerably as Councils look to make savings wherever they can. This isn't the case here in Rutland, where we have worked hard to maintain funding for local transport.

Where Rutland's bus services have come under pressure in recent months is as a result of decisions by commercial operators, who have felt some services are no longer commercially viable.

Where this has happened, the Council has stepped up its support to maintain these services and reduce the threat of disruption for passengers.

The 747 service from Uppingham to Leicester continues to operate with emergency funding from Rutland County Council after the operator informed us of its intention to withdraw the service in 2016/17.

More recently, we have been forced to look for a new provider to maintain our RF1 bus service, which runs from Melton to Corby via Oakham and Uppingham and is one of Rutland's most popular routes. The Council's Cabinet recently agreed to a potential increase in funding as part of the procurement process to support the continuation of this service, which had more than 120,000 passenger journeys last year.

We are also currently preparing our next Passenger Transport Strategy to set out how we intend to respond to challenges and opportunities facing local transport services in Rutland over the next 10-20 years.

Ultimately, we want a transport system that supports sustainable growth, is targeted at the most vulnerable and promotes health and wellbeing among residents.



# Keeping our roads open during severe weather

**Rutland experienced a prolonged period of freezing temperatures and snow in February and March, with continual severe weather alerts.**

Despite the extreme conditions, including snow drifts over a metre high in places, a massive community effort involving council workers, contractors, farmers and local volunteers helped to significantly reduce the level of disruption across the county.

Over a five-day period during the worst of the winter weather, our gritters covered 5,400 miles and used 834 tonnes of salt on roads and footpaths.

Gritters and farmers ploughed around 900 miles road, while

crews on foot worked ten hour shifts to treat and clear footpaths in Uppingham and Oakham, and re-fill grit bins.

Our care workers braved the same conditions as gritters and ploughs to provide crisis care for vulnerable adults and cover for agencies who couldn't make it to parts of the county because of the snow.

A total of 12 carers responded to more than 70 urgent and essential calls during the severe winter weather. They travelled to homes throughout

the county to assist vulnerable adults, providing food and even heaters to those most in need and making sure elderly and vulnerable people continued to receive support.

Waste collections were temporarily suspended due to the snow but all missed bin collections, including those along the county's remote Farms and Lodges route, were rescheduled and completed within a week, with crews working late into the evenings and at weekends to catch up.



# Waste Management, Property, Culture, Leisure and Finance

**By Cllr Gordon Brown, Deputy Leader and Cabinet Member for Regulatory Services, Planning Policy, Waste Management, Property Services, Culture & Leisure, Finance including Revenues & Benefits and Internal Audit**



My title reflects the breadth of my responsibilities which range from working to increase recycling rates to making sure that the council can balance its books at the end of the year.

It is a big job in an increasingly challenging environment, but it is also a hugely rewarding one, especially when I see positive impact that our work has on our communities.

Take, for example, the restoration of Oakham Castle – since the works completed last year the number of visitors has almost doubled which is helping attract new visitors to our county. I am also delighted to see that Rutland is one of the country’s leading places when it comes to encouraging people to recycle. We use some of the best recycling facilities in the country right on our doorstep to make sure that all recycled materials reach their final destination without any further processors.

Our biggest challenge is balancing our books. We have done everything we can to limit council tax rises in the past ten years – keeping increases over that period well below inflation – despite facing a perfect storm of loss of government grant and rising costs. Since 2013 we are £14.5 million worse off because of this, but you can rest assured that we will continue to look at innovative ways to save money while protecting the services that matter to you the most.



Priority	Target	Q4	Why is this important?	Target met?	What we are doing.
<b>Residual waste per household</b>	390kg	373kg	It costs £90 per tonne to treat non-recyclable waste which is costly to the taxpayer, so increasing our recycling rate is not only good for the environment. It also helps keep council tax bills lower.		For a number of years Rutland has been one of the best performing authorities; consistently performing well above average and in the top 25th percentile
<b>% of waste sent for recycling</b>	TBC	60.3%			
<b>Number of fly tipping incidents</b>	TBC	247	The council is continuing to do everything possible to protect residents from reductions in Government funding along with the rising costs and demand for delivering services, particularly in areas like children's and adult's social care.		This year the Government has cut Rutland's funding by £1.2 million, while costs because of inflation have gone up by £1.3m. The increase in Council Tax will only meet part of this shortfall, with the remainder coming from savings in the way services are delivered more efficiently.
<b>Reduction in the financial gap following an agreed savings target programme</b>		£1.3m			
<b>Deliver an annual savings programme, to be reported end of each financial year</b>					
<b>Maintain reserve balances across the life of the MTFP</b>	Above £2m	Above target	It is important for the council to maintain a healthy reserve balance in case of the unexpected – just like to keep money in a savings account for a rainy day.		Rutland has maintained our reserves above our minimum target threshold.
<b>% of invoices paid on time (30 calendar days of receipt)</b>	95%	98.7%	Paying invoices in a timely manner is important to the local economy.		Our processes are geared to ensuring that we pay invoices within the target period.
<b>% of sundry debt recovered</b>	90%	92.1%	It is important that we collect money that it is owed. Failure to do so will impact on our financial position.		Despite performing well, we are looking at how we can improve this further by increasing the use of direct debits in relation to some of its commercial properties.
<b>% of Council Tax received</b>	95%	98.8%			We are one of the highest performing councils in the country when it comes to collecting council tax and business rates
<b>% of business rates received</b>	95%	99%			
<b>Average sickness days lost per employee</b>		1.87	The health and wellbeing of the council workforce is a key priority in helping to increase motivation and productivity and reducing costs.		The council's average days lost to sickness is lower than the national average for unitary councils.

# Our record is good on recycling but we are eager to do more

**Rutland is doing a great deal to reduce waste and ensure we remain a ‘green’ county in every sense. Recycling just under 60% of our waste has placed us among the best-performing local authority areas in the country – but we’re keen to do even better.**

Mark Loran, Senior Environmental Services Manager, says:

“We operate a comprehensive recycling service that collects the widest possible range of plastics, including yoghurt pots, bottles, food trays, butter and ice cream tubs, bags and films. This exceeds other plastics collected in many areas. The contents of Rutland residents’ grey bins (dry mixed recycling) are taken to Casepak, a highly automated, flexible and efficient Materials Recycling Facility (MRF) in Leicester. One of the most advanced MRFs of its kind in the UK, Casepak’s ongoing upgrade programme enables the system to operate to high benchmark levels and lowest cost per tonne. It also exceeds MRF Code of Conduct

requirements, giving us the reassurance that Rutland’s recycling is the best that it can be; and the recycled materials can be re-used as soon as they reach their final destination, without any further processes.”

Mark continues:

“None of our waste goes directly to landfill; instead, the contents of all our black bins is sent to a special facility in Nottingham where it is treated to recover energy and generate electricity. The Nottingham incinerator produces energy for residential properties and local business properties and supplies electricity back into the National Grid. Properties surrounding the facility in Nottingham city centre are also heated via a district heating

network, involving underground and above ground pipelines, so our waste is effectively helping to heat two shopping centres.”

“At an average of 509kg residual waste per household in 2016/17, Rutland is among the best performing authorities compared to the national average of 575kg. We’re currently rewriting our Waste Strategy and will be implementing further improvements to recycling in 2018/2019, placing greater focus on improving public awareness about what can and can’t be recycled. Our aim is to increase the amount of Rutland’s waste which is sent for re-use, recycling and composting even further.”





# Rutland benefits from a developer's contribution funding scheme

**Growth and development are key to supporting our rural communities and making local services more sustainable. When sizeable planning applications are approved developers after contribute towards improving community facilities.**



*Colin Bullock at the community centre*

Centre running smoothly. He was thrilled when Greetham Community Centre was awarded a £12,000 S106 grant funding to replace its aging heating system:

“At least 150 people use the community centre each week, so when the original boiler and heating system was condemned, we feared that the lack of hot water and heat would force us to close. Thankfully, we managed to source a temporary solution to cover the winter months.”

“This grant shows the positive effects growth can have; helping to support communities and make services more sustainable. Now the new boiler, heating and hot water system is in place, we're back up to full capacity; hosting a variety of community events, sporting activities, weddings, functions and youth activities.”

The ‘Developer Contributions’ scheme works differently in Rutland, where the money can be loaned rather than simply given away through grants. This ensures that S106 developer funding can be maximised and recycled by the council in order to support multiple projects like:

- investing in community facilities (e.g. skate park, mowing machinery, trampoline and gymnastics equipment)
- improving amenities and car parking provision at clubhouses and village halls
- treating football pitches, repairing and repainting tennis courts, floodlighting
- improving wheelchair accessibility and lift refurbishment
- installing fencing, solar panels and loft insulation

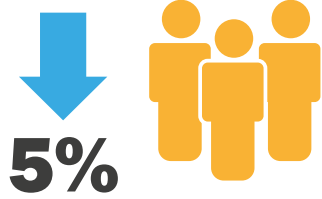
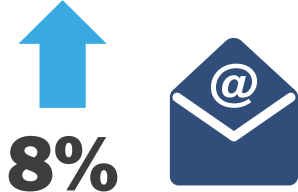
Oakham Rugby Club recently received a grant of £973 and a loan of £18,680 to extend its patio area, path and car park and purchase audio equipment. Similarly, Rutland Agricultural Society received a £75,000 loan to tarmac the entrance and car park and install lighting near its entrance and changing rooms.

Villagers in Greetham have also benefited from two specific S106 awards. The first was used to supplement the fundraising efforts of villagers in Greetham who had already raised £10,000 to transform a community play area for young children. They received an extra £27,500 towards the project thanks to related developer funding.

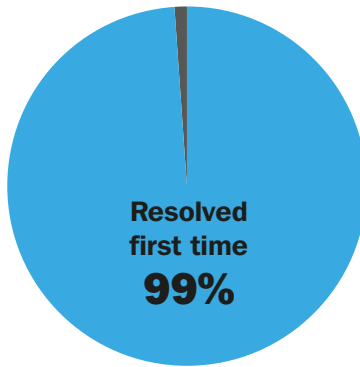
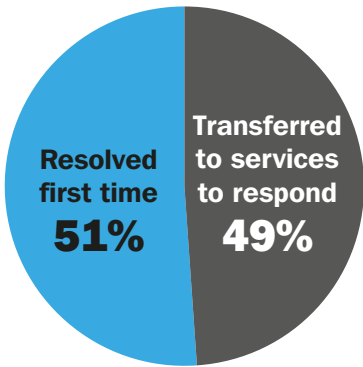
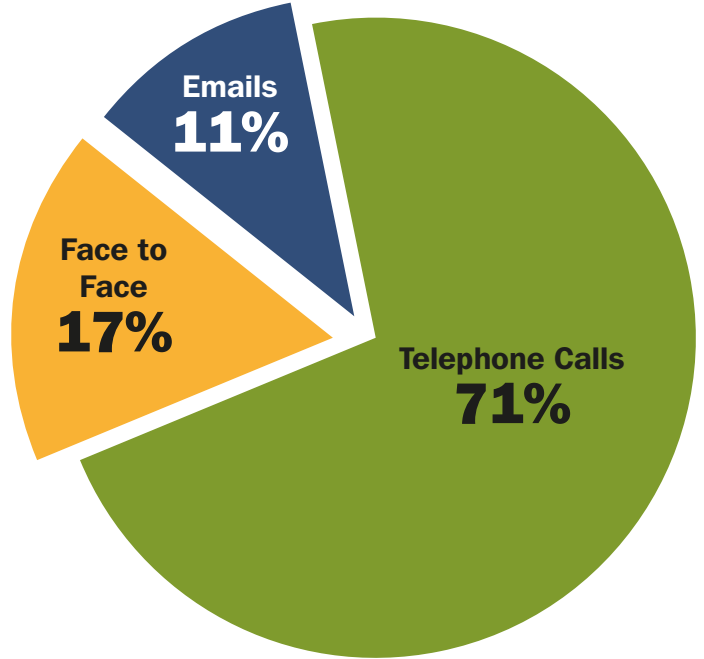
Colin Bullock is one of a team of volunteers keeping Greetham's thriving Community

**Since 2015, Rutland County Council has provided around £400,000 of developer funding for community projects throughout our area – supporting local sports clubs, village halls, community centres and schools.**

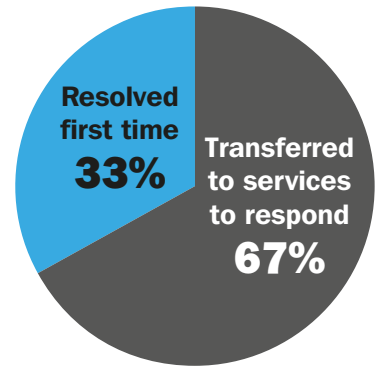
**Customer Service highlights Q4 2018**



Direction of travel from previous quarter



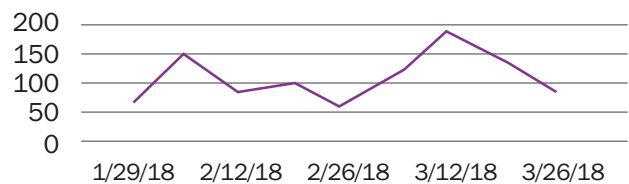
Same as last quarter



**Top 5 Services**  
**60%**  
of all calls

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

**Average wait time (Seconds)**



**% Answered within 1 min**

- Q1 2017 – 60%
- Q2 2017 – 64%
- Q3 2017 – 65%
- Q4 2018 – 56%
- 2017/18 – 61%

**% Answered within 5 mins**

- Q1 2017 – 95%
- Q2 2017 – 97%
- Q3 2017 – 96%
- Q4 2018 – 92%
- 2017/18 – 95%

**% Answered within 4 mins**

- Q1 2017 – 91%
- Q2 2017 – 93%
- Q3 2017 – 93%
- Q4 2018 – 88%
- 2017/18 – 91%

**% Abandoned calls after 5 mins**

- Q1 2017 – 1.5%
- Q2 2017 – 1%
- Q3 2017 – 1.5%
- Q4 2018 – 3%
- 2017/18 – 1.75%

# Keep in touch with us and your community

**Nowadays, customers expect that the businesses and services they engage with will listen and respond to their needs.**

That should be no different for a Council - in fact, it is even more important that we engage, listen, and act on your views, queries and concerns quickly and efficiently.

To ensure we continue to recognise this as a priority, we have reviewed the way in which we connect with you and have already started to make some changes to ensure you are better informed and can have your say over our priority work areas.

Our new monthly e-newsletter "Your Rutland" has been designed to keep you updated on what is happening at the Council – sign up at  
**[www.rutland.gov.uk/yourrutland](http://www.rutland.gov.uk/yourrutland)**

You can also give us your thoughts and views, and get daily updates on our key services and priority areas, by following us **@rutlandcountycouncil** on Twitter or Facebook or contact us by email through **[letusknow@rutland.gov.uk](mailto:letusknow@rutland.gov.uk)**

We have just begun our journey to improve how we connect with you and would welcome your ideas on any future improvements we could make.

## Ways to get in touch



Follow us on  
Facebook and Twitter:  
**[@rutlandcountycouncil](https://www.facebook.com/rutlandcountycouncil)**



**NEWSLETTER**

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Contact us by  
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## Rutland County Council

### Annual Report Dissemination Plan

#### Audiences

- Residents of Rutland
- Partners and public service providers in Rutland
- Partners and public service providers who support/surround Rutland
- Staff

#### Potential issues for dissemination

None identified at the moment

#### Dissemination channels

Channel	Detail
Rutland County Council website	Landing page set up for document with information about why we are presenting it and key highlights pulled out and displayed on page.
Press release	<p>Issued to key local media:</p> <p><b>Print</b></p> <ul style="list-style-type: none"> <li>- Rutland Times</li> <li>- Stamford Mercury</li> <li>- Leicester Mercury</li> </ul> <p><b>Broadcast</b></p> <ul style="list-style-type: none"> <li>- Rutland Radio</li> <li>- BBC Radio Leicester</li> <li>- BBC East Midlands Today</li> <li>- ITV Central/Look East</li> <li>- Rutland Living</li> <li>- Active Mag</li> <li>- Rutland Pride</li> <li>- Parish magazines</li> <li>- Community newsletters/magazines</li> </ul> <p><b>Trade</b></p> <ul style="list-style-type: none"> <li>- LGC (provided to editor when visiting)</li> </ul>
Social media (Facebook/Twitter)	<p>Tweet announcing publication of annual report</p> <p>Engagement with key public sector partners (NHS/Police) to request syndication of content</p> <p>Key content split and shared on social media</p> <p>Active Rutland and Museum share content on all channels – provided with stats for Instagram accounts</p>
Your Rutland e-Newsletter	Article with visuals from report

**Report No. 133/2018 Appendix B**

Special edition of One Council	Article with visual from report – thank you for staff and asking them to share the report through their channels by email and LinkedIn
Email to Directors and Members	Alerting to report and requesting to share link through their channels, by email to contacts and through LinkedIn to reach partners and wider public sector providers.
All staff email from Helen Briggs	Launching the report to staff and asking them to share widely
One Rutland newsletter	Article celebrating our past successes, thanking staff for their work and highlighting the report
Posters	Council buildings Libraries Drs surgeries
Parish Council network	
Printed items (50-100 atm)	Printed version to all Parish Clerks Library Museum All Cllrs (offer upfront) – cover note from Leader Sir Alan MP – cover note from Leader Customer service