Report No: 09/2022
PUBLIC REPORT

CABINET

15 February 2022

FINAL REVENUE AND CAPITAL BUDGET 22/23

Report of the Portfolio Holder for Finance, Governance and Performance, Change and Transformation

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/151021	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
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Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet RECOMMENDS TO COUNCIL that it:

- Approves the General Fund Budget for 2022/23 of £42.345m (Section 11)
- Approves an increase in Council Tax of 4.99% including 3% for the Adult Social Care precept resulting in a Band D charge of £1,917.36 (Section 10)
- Approves use of the remaining Government hardship fund to provide further council tax discounts to the most vulnerable residents (10.2.2)
- Delegates authority to the Strategic Director for Resources in consultation with the Portfolio Holder with responsibility for Finance to administer the Council Tax energy rebate scheme using new burdens funding as appropriate.
- Delegates authority to the Strategic Director for Resources and Strategic Director for Adult Services and Health to use any new burdens funding for adult social care charging reforms as required to enable the Council to meet the October 2023 target dates.

- Delegates authority for the Chief Executive or Strategic Director for Resources in consultation with the Portfolio Holder with responsibility for Finance to continue discussions with cost reduction consultants and spend up to £100k on a viable project (8.3.7)
- Approves additions/deletions to the capital programme as per 12.1.2
- Approves changes to earmarked reserves as per 9.2.3
- Notes that additional revenue or capital expenditure may be incurred in 2022/23 funded through 2021/22 budget under spends to be carried forward via earmarked reserves. The use of reserves for budget carry forwards is not currently shown in the budget but will have no impact on the General Fund
- Approves the estimated surplus of £186k on the Collection Fund as at 31 March 2022 (Section 10.3) of which £159k is the Rutland share
- Notes the responses to consultation (Section 15)
- Notes the position on the Dedicated Schools Grant budget (Section 14)
- Delegates authority to the s151 Officer to make any necessary changes to the budget arising from the Council tax decision and/or any additional funding received

1 PURPOSE OF THE REPORT

1.1 The Council is required to set a balanced budget and agree the level of Council tax for 2022/23 in the context of its Medium Term Financial Plan. This report presents the final budget for approval.

2 KEY QUESTIONS AND ANSWERS

2.1 Delivering Council Services within the MTFP is a key priority for the Council. The remainder of this report gives Members answers to some of the key questions relevant to the budget setting process. Further detail can be found in individual sections.

Key questions	**Status**
Funding outlook (section 4)	
1. What resource does the Council have available in 22/23 and over the next few years?	The Council's Government funding and total available resources are known for 22/23. This is sufficient for 22/23 to balance the budget (assuming Council Tax of 4.99%). The Finance Settlement covered only 1 year so Government funding for beyond 22/23 is not known. The Council has made assumptions about 23/24 but with various reforms pending and funding for key legislation not announced in detail, forecasting for 23/24 is very difficult. The Council assumes marginal increases in funding but less than the 3.1% average announced in the Spending Review to reflect some redistribution due to Levelling Up.

Key questions	Status
2. Are we projecting a financial gap?	Yes, c£2.2m from 23/24.
3. How certain are we about the size of the gap?	The size of the gap is by no means certain given the risks (section 7), uncertainties in respect of assumptions (section 6) and future funding (section 5). The Council will keep this under review.
4. Have we got a plan to close the gap?	Savings made in 21/22 have allowed the budget to be balanced in 22/23 but are not sufficient to close the gap in 23/24. In light of this and the tougher financial context, we will revise our approach and some details of emerging areas of focus are covered in Section 8.
5. What level of reserves should the Council aim to retain?	It is proposed that the minimum level is retained at £3m but given the increased level of uncertainty and risk the Council will need to monitor this position. The short term position affords the Council time to reduce expenditure to match funding levels.
Budget 22/23 (section 2)	
6. What does the overall budget look like and how does it compare to prior year?	The Council's restated Directorates budget for 21/22 is £41.0m (section 11). The Council's Directorate budget is £1.16m (2.8%) higher than the comparable budget for 21/22. In achieving this position a number of uncontrollable pressures have been absorbed.
7. Priorities – how does the proposed budget support the Council's priorities?	The Councils spending plans continue to promote the Council's priorities in line with the corporate plan (11.2).
8. What new savings is the Council planning to make in 22/23?	The budget includes £1.3m of savings (11.4), the vast majority coming from the Budget Review work presented to Council in July 2021. None of the savings are deemed to have a significant impact on front line services.
9. What pressures is the Council facing in 22/23?	The Council continues to experience pressure on its base budget of £1.195m (11.5) of which most relate to demand and market cost pressures. £189k of pressures are one off.
10. What choice does the Council have over the level of Council tax?	The Council can decide to keep Council tax at the current level or increase it by up to 4.99% (including 3% for social care).

Key questions	Status
	Whilst Members do have a choice, not embracing a 4.99% increase would have a significant impact on balances (section 10).
Statutory and constitutional requirements (Section 18)	
11. Overall Position – Is the Council on track to meet its constitutional and statutory requirements?	Yes, Section 18 gives more detail.
Consultation (section 16)	
12. What consultation did Council on the draft budget?	Various consultation activities were undertaken. Details of the responses consultation are included in section 15 and Appendix 8.
Capital (section 12)	
13. Are there any additions/amends to the current capital programme?	There are various additions/deletions to the capital programme. Changes to CIPFA Local Authority standards means that Local Authorities should no longer borrow to invest solely for a commercial return. The £10m allocation for commercial investments has now been removed.

3 BACKGROUND AND MAIN CONSIDERATIONS

3.1 Strategic Director for Resources: Section 151 Officer overview

3.1.1 The 22/23 Local Government Finance Settlement was received on 16th December. There were no changes in the final settlement that impacted Rutland. Whilst the Council was hoping for a multi-year settlement, it only covers one year. This is the fourth consecutive one year settlement and is very unwelcome. The Government announced its intention to reform the funding regime, business rates retention and New Homes Bonus over three years ago and these reviews are still hanging. The year on year uncertainty around core funding is very unhelpful for a Council trying to deliver financial sustainability over the medium term.

3.1.2 The Settlement is positive in so far as the **Council is receiving more Government funding** than it has received for some time. The Government defines the amount of core funding that councils have available as “spending power”. Our core spending is increasing by 7.4%, £2.6m. This is positive and is the biggest increase for a long time albeit after the effects of inflation and the need to fund the new social care levy, one could argue that the real term increase is negligible.

3.1.3 The funding settlement methodology continues to place an undue burden on

council tax rises as **the Council's Government funding per household is below average**. There are two parts to "spending power" – Government funding and Council Tax. Government funded spending power has increased by £800k from 21/22. The remaining increase in Spending Power, £1.73m, assumes that Rutland will increase Council tax by 5%. To be clear, the Council receives £444 Government funding per household compared to the Unitary average of £773. The Government formula gives us less funding because our "needs" are less and our relative resources are greater i.e. we have a greater ability to generate more from council tax than other areas. This assumption only holds true under the existing referendum rules. Equalising the position would require significant changes to council tax rates across the country.

3.1.4 **The extra funding is not sufficient to cover costs.** The cost of delivering local authority services in the current economy is increasing. Pressures on labour supply, additional tax burdens, energy prices, and pandemic recovery factors all seem to be pushing up prices. The rates of inflation for fuel are utilities are above 15%, supplier rates are increasing with labour costs under pressure due to shortages and uplifts in the minimum wage, and the new social care levy will cost c£155k.

3.1.5 **But with savings, the Council has been able to balance the budget.** The Council knew in 21/22 that it had to act to deliver savings for 22/23 and avoid the use of contingencies. It has managed to achieve that culminating in a budget for 22/23 of £42.345m which is balanced by only using £6k of General Fund reserves.

3.1.6 **The one year Settlement means the Council faces more funding uncertainty** but it estimates that it is still facing a challenging future with a projected deficit of £2.2m in 23/24.

3.1.7 Outside of known pressures, the **Council is working in an environment where risk and uncertainty are aplenty**. Will the Government fully fund the new Environment Act? Will funding for social care be sufficient to implement reforms? Will the Council see big increases in costs as it retenders its waste and highways contracts? Will the Council's asset condition work indicate additional spending is required? It is difficult to see the Council emerging from this uncertainty with no additional pressures but only time will tell.

3.1.8 **The financial problems being faced now by the Council are acknowledged by its Members and officers**. Whilst there is still a strong view that the Council is being treated unfairly by the overall financial settlement, the Council recognises that it has a responsibility to address this issue. Whilst the Council continues to lobby for a better deal for Rutland, it realises that a strong action is needed to put the Council on a sustainable footing. It also understands that the challenge is getting harder as we have made lots of savings already, we are vulnerable to increases in demand-led services and there are parts of our budget we do not fully control.

3.1.9 **For 22/23, our target has to be to manage within our overall budget and to take steps now to reduce the planned reliance on reserves in 23/24 to no more than £1m with a view to balancing the budget in the years after.**

3.1.10 In terms of the 22/23 the following summarises the main features of the proposed Budget:

- A balanced budget achieved in challenging circumstances using £6k of General Fund reserves;
- Statutory duties are met;
- Pressures in services (£1.195m) have been included arising from demand and market cost pressures;
- Savings of £1.3m;
- Average Council Tax increase of £1.75p per week for a Band D equivalent property;
- Incorporation of a 1% contingency above Directorate budgets to mitigate against further demand led and other pressures; and
- The use of one-off funding to only fund one-off pressures, invest to save schemes, time limited projects or to deal with the continued response to the pandemic.

3.2 Updates since the draft Budget

3.2.1 Cabinet approved a draft budget for consultation (Report 01/2022) on 18th January. The final budget includes some technical changes which mean that the budget has been balanced using £6k of General Fund reserves. The paragraphs below provide an update on key issues.

3.2.2 Council tax rise – Cabinet has confirmed that following consultation, they will proceed with a 4.99% council tax proposal (1.99% general and 3% for adult social care).

3.2.3 Council tax discounts – the Council remaining hardship fund will allow the Council to apply £100 discount to the most financially vulnerable residents. The remaining hardship fund budget is included in the 21/22 budget and will be carried forward to 22/23 and transferred to the Collection Fund to fund the discounts.

3.2.4 Funding settlement – the Final Settlement was tabled in Parliament on 9th February, and there were no changes to the quantum or distribution of the Settlement that impacted on Rutland.

3.2.5 Business Rates - the Council has completed its NNDR1 return and business rates estimates to Government. This has had no impact on the Council's financial projections for business rates for 22/23 but does involve some technical adjustments (more detail is given in 10.4).

3.2.6 Council tax energy rebate - Government have announced that households in England, which are in council tax bands A-D, will receive a £150 rebate to help

with the cost of increasing bills. The rebate is called a Council Tax energy rebate and will be made directly by local authorities from April. The Council will also receive a share of £144 million to operate a discretionary fund to support vulnerable people and individuals on low incomes that do not pay Council Tax, or that pay Council Tax for properties in Bands E-H. The Council will receive new burdens funding to administer this work which will present a significant workload challenge as over 10,000 payments will be made with the Council currently not holding bank details for over 2,500 households. As no allocation has yet been made, figures are not included in the budget. Council is asked to delegate authority to the Director for Resources in consultation with the Portfolio Holder for Finance to administer this scheme using new burdens funding as appropriate.

3.2.7 Pay settlement - The pay settlement negotiations for 21/22 are still ongoing with an agreement unlikely to be reached by 1 April. The provision for backdated pay for 21/22 will be carried forward into the 22/23 budget if no agreement is reached prior to 31st March 2022.

3.2.8 Early Years - The Early Years funding rates have been confirmed with £5.57 for 2 year old provision and £4.38 for 3 and 4 year olds, see section 14.

3.2.9 Covid pressures and earmarked reserves – the original budget included Covid related pressures funded by General Fund but these will be funded from Covid grant held in earmarked reserves as there are sufficient funds available. This reduces the impact on the General Fund by £79k.

3.2.10 Collection Fund – the budget included £180k as the being the surplus on the Collection Fund. The amount declared is £159k and the budget has been adjusted. This increases the projected deficit by £31k.

3.2.11 Supporting Families - The Council has received confirmation of a ring fenced grant for £161k. The amount allocated in the budget is £99k. The remaining £62k will be placed into the social care reserve until required. There is no impact on the General Fund.

3.2.12 Holiday Activities and Food programme – the Council's allocation is £89,240. This is included in the People Directorate budget but shows as £0 as all of the funding will be passported to children.

3.2.13 Cyber Security - The Council will received £150k in relation to Cyber Security. This funding will be received in 21/22 so will be included in the 21/22 budget and carried forward to 22/23 for use.

3.2.14 Public health - the grant has now been confirmed as £1,365,933. The MTFP included £1,328,600. The additional funding will be matched with additional expenditure.

3.2.15 Adult Social Care charging reforms – the Council will have to implement reforms by October 2023 and will brief Members in more detail in due course. Whilst work needs to start imminently, we await announcements of new burdens funding. For now, the Council is planning to second an Officer into a

project role and reorganising other resources at a cost of £6k per annum for the next two years to be funded from the Social Care reserve. Further resource will be brought in when new burdens funding is confirmed and the Council is asked to delegate authority to the Director for Resources and Director for People to use any new burdens funding as required. As it stands, the budget has not been adjusted for the above changes as further announcements are expected before the 1st April.

3.2.16 School conditions funding - The Department of Education has announced that Local Authorities receiving protection funding towards their allocation, will see a 75% reduction in 2022/23. This is expected to reduce further in coming years. This grant valued at £116k is held in the Unallocated reserves shown in 12.6;

3.2.17 Highways/Integrated – we have funding confirmed for these two capital grants as per section 12.6;

3.2.18 Grants outstanding - the Council's MTFP includes grant funding which has not yet been confirmed. This includes Better Care Fund (excl. Improved better Care Fund) £2.494m and Independent Living fund £62k.

3.2.19 Bus Service Operators Grant (BSOG) £69k - The BSOG is being reformed as part of the National Bus Strategy – Bus Back Better. The new strategy states "The new funding regime will take a holistic approach targeted at the delivery of the policies in the strategy and other specific benefits: growing patronage, increasing efficiency, improving the environment and securing modal shift from the private car". The details of any funding has not been confirmed and may be different to that included in the budget.

3.2.20 Energy costs – the Council's budget includes £504k for energy costs. There is a risk that costs increase beyond this level. The Council does have a contingency in the budget so no further provision has been made at this time.

3.2.21 Consultation responses – these are included in Section 15 with the full response to the budget survey given in Appendix 8.

3.2.22 CIPFA financial resilience index – this has been updated with details given in 11.6.6. The Council's financial position remains low risk compared to other Unitary councils but this in itself does not detract from the seriousness of the Council's position.

3.2.23 Appendices – Members should note that the only Appendices to have changed are Appendix 1 – MTFP for the minor changes outlined above and Appendix 3 earmarked reserves.

4 FUNDING OUTLOOK

4.1 Objectives

4.1.1 The Council is committed to being financially sustainable. This means ensuring it can live "within its means" and balancing the budget in any given year without using General Fund reserves. This is the number one priority.

4.1.2 The second key priority is to maintain General Fund reserves above the recommended minimum limit, £3m.

4.1.3 These two priorities are underpinned by other financial objectives including securing value for money, ensuring spending helps achieve council priorities and being financially transparent.

4.2 Medium Term Financial Plan

4.2.1 The Council produces a Medium-Term Financial Plan (MTFP) which covers a five year period. It is a forward looking document which provides a financial picture over the next five years (in this case 2022/23 to 2026/27). The MTFP sets out the forecast spending profile of the Council and estimates the level of resources it will have available over the next 5 years. This enables the Council to forecast an annual surplus/deficit and assess whether its spending plans are affordable.

4.2.2 The MTFP is updated on an ad hoc basis to respond to changes in the local financial environment, government announcements and the results of budget monitoring but it is formally updated to fit in with the annual budget cycle. The MTFP provides a comprehensive picture of national influences on the Council's budget, local spending influences and priorities, as well as revenue and capital financial projections. Underlying risks together with a view of potential longer-term financial issues are also considered.

4.2.3 The MTFP can be used to model different assumptions and changes. Some of the possible impacts of changes are discussed in the section on Risk/Uncertainties.

4.2.4 A summary of the MTFP is shown overleaf with a summary of the different elements that influence it. More information is included on each.

	22/23	23/24	24/25	25/26	26/27
Priority 1: Living within our means	✓	×	×	×	×
Priority 2: Balances above £3m	✓	✓	✓	×	×

5 YEAR MTFP (22/23 – 26/27)

		22/23	23/24	24/25	25/26	26/27
General Fund	Opening value of General Fund Balances* (provisional subject to 21/22 outturn)	(11,465)	(11,459)	(9,247)	(6,008)	(2,359)
Net expenditure	Service expenditure, borrowing costs and contingencies	42,345	44,260	46,206	48,039	50,063
Less: Government funding	Social care grants, Share of Business rates, Other grants	(9,205)	(10,553)	(10,569)	(10,577)	(10,333)
Less: Council tax	Council tax	(30,451)	(31,425)	(32,598)	(33,813)	(35,071)
Less: Earmarked reserves	Use of set aside funds to offset expenditure	(2,683)	(70)	0	0	0
Equals: (Surplus)/deficit	Deficit means Council is not living within its means	6	2,212	3,239	3,648	4,659
General Fund	Closing value of General Fund Balances	(11,459)	(9,247)	(6,008)	(2,359)	2,259

Local Government Settlement (5) - The 3 year Government funding settlement and value of other Government grants drive Government funding figures.	**Risk/uncertainties (7)** - Issues that can influence the level of income, expenditure and funding but not all are built into MTFP e.g. Council receives extra funding.	**Reserves (9)** - Planned use of earmarked reserves sustain expenditure and offset costs.
Assumptions (6) - Variables built into MTFP that influence the level of income, expenditure and funding. Some are known (e.g. National Insurance rates) and some are not (e.g. future Inflation rates, pay rates).	**Savings (8)** – Savings reduce expenditure or increase income. Net expenditure for 22/23 includes some planned savings but future savings need to be programmed into the MTFP.	**Council Tax (10)** - Assumed increases in Council Tax impact the future level of funding. The Government maximum limit is 3%.

5 COMPREHENSIVE SPENDING REVIEW AND LOCAL GOVERNMENT FINANCE SETTLEMENT

5.1 Finance Settlement 22/23

5.1.1 In October the Office for Budget Responsibility (OBR) published forecasts of growth and inflation, taking into account the impact of the Comprehensive Spending Review as described below.

5.1.2 In October 2021, GDP growth forecasts had improved for 2021/22, now showing growth of 10.8%. This is abnormally high as it follows a contraction in 2020/21 of 10.9%. The forecast for 2022/23 has been revised to growth of 4.2%, followed by more normal growth levels of between 1.4% and 1.7% per annum.

5.1.3 Inflation, as measured by the Consumer Price Index (CPI) was forecast in October to remain above target at 3.3% in 2021/22 and 3.7% in 2022/23. In December, the figure had risen to 5.1%. The Bank of England's target of 2% is not forecast to be achieved until 2024/25. These forecasts will result in inflationary pressures across all budgets.

5.1.4 On Wednesday 27th October the Chancellor announced the outcome of the Spending Review 2021 (SR21) alongside the Autumn Budget. This provided departmental allocations for each of the next three financial years, as well as the total funding for local government in England for that period. This shows a real terms increase for local government for the remainder of this parliament, although this includes the £3.6bn of new social care funding previously announced and to be funded specifically from the 1.25% National Insurance Health and Social Care Levy.

5.1.5 Using Government figures, core spending power (figure used by Government to compare available core funding) of local authorities in England is £50.39bn in 21/22 compared to £53.85bn in 22/23, a 6.8% increase. Overall the picture for Rutland is slightly better with core spending power at £38.31m compared to £35.68m in 21/22, an increase of 7.4%. Whilst this figure is used for comparative purposes, most Council's (including Rutland) have more available resources because of miscellaneous grants and additional business rates income (spending power assumes Councils achieve their business rates baseline level but which most Councils keep more because of growth). This factor significantly distorts spending power analysis.

5.1.6 In 22/23 nationally 58.9% of spending power comes from council tax compared to 60.1% in 20/21. In 22/23 80% of Rutland's spending power comes from Council tax, significantly higher than the national average.

5.1.7 There are no projected or indicative numbers for the remainder of the spending review period (2023/24 and 2024/25). More fundamental changes in local government funding have been clearly signalled for 2023/24. So, this one-year settlement feels like a rollover settlement from 2021/22, with the focus very much on "stability".

5.1.8 More fundamental changes in the distribution of funding could be implemented as early as 2023/24. The Government will start work "in the coming months" to work out "with the sector" how to update funding distribution and "challenges and opportunities facing the sector". These changes in funding could be significant, and

make forecasting for 2023/24 and beyond very difficult. Some or all of the Fair Funding Review could be resurrected, and a business rates baseline reset seems likely.

Overall funding available 17/18 – 22/23

	17/18	**18/19**	**19/20**	**20/21**	**21/22**	**22/23**
RSG	0.889	0	0	0	0	0
Transitional Grant	0.337	0	0	0	0	0
Rural Service Delivery Grants	0.681	0.849	0.849	0.849	0.890	0.890
Core government funding	**1.907**	**0.849**	**0.849**	**0.849**	**0.890**	**0.890**
Misc grants (2)	0.351	0.392	0.875	1.039	0.964	1.679
New Homes Bonus (3)	1.214	1.231	1.148	0.966	0.518	0.461
Better Care Fund (4)	2.061	2.306	2.215	2.330	2.705	2.712
Business rates (5)	4.786	4.963	5.244	5.532	5.638	3.462
Total government funding	**10.319**	**9.741**	**10.331**	**10.716**	**10.715**	**9.204**
Council tax (inc collection fund and adult social care precept)	*23.412*	*24.800*	*26.496*	*27.863*	*28.426*	*30.451*
Total resources available	**33.731**	**34.541**	**36.827**	**38.579**	**39.141**	**39.655**
Use of Council earmarked reserves	0.288	1.295	(0.384)	(0.292)	(1.288)	(2.683)

1 - Funding represents amounts available at budget setting. Additional grants received in year for specific items are not included.

2 - Includes Social care grants of £1.061m

3 - NHB income will be abolished from 23/24

4 - The Better Care Fund is to continue in 2022/23, with the allocation increasing to £2.712m including grants previously received as Winter Pressure funding.

5 - In Rutland, 50% of business rates are paid to Government, 1% is paid to the Fire Authority, and 49% is retained by the Council. Of the 49% retained, the Council pays a further tariff to the Government (valued at £1m). The estimates can be impacted by factors that reduce rates due (appeals, business failure, and greater discounts) or increase rates due (new business). See also 10.4

5.1.9 Additional grant funding has been announced for **Social Care**. The Council received £746k in 21/22 which has been increased to £1.061m. As expected, the new £636m social care grant has been allocated using a combination of the Adult Relative Needs Formula and equalisation of the Adult Social Care precept.

5.1.10 **Improved Better Care Fund (IBCF).** Inflation of 3.0% has been applied to IBCF,

increasing grants from £2.077bn to £2.140bn. Our share is £218k.

5.1.11 An initial allocation (£162m) from the £3.6bn set aside for social care reforms has been distributed through the settlement. A £91k grant is focussed on **market sustainability and fair cost of care**, and the relatively small amounts reflect the assumption that costs will initially be relatively low in 2022/23. A further £600m will be distributed in 23/23 and 24/25 but no allocations have been published. This funding will be aimed at promoting efficient and effective operation of care markets, with sustainable rates of care and comes with conditions. Local authorities will be expected to conduct cost of care exercises, set out their plans for driving market sustainability, including progress towards a fair cost of care, and to report to DHSC on how funding is being used.

5.1.12 The Council tax principles allow a 2% increase in "core" **council tax** plus a further 1% increase in the Adult Social Care precept. Rutland will be allowed to increase to 4.99% as it did not apply the full 3% allowed in 21/22. The decision around Council tax is discussed further in Section 10. The Adult Social Care precept should not be confused with the social care national insurance levy. The precept income is retained by the Council but the additional national insurance contributions are collected nationally and then redistributed.

5.1.13 The Chancellor announced in SR21 that the business rate multiplier will be frozen in 2022/23 and that will remain at 49.9p in 2022-23. The increase in the Consumer Price Index (CPI) in September 2021 – which is normally used to set the multiplier – was 3.1%. Compensation for under-indexing the multiplier will continue to be paid to local authorities in 2022/23. We estimate that the compensation will be £366k. This is included in the Business rate figures.

5.1.14 **Rural Services Delivery Grant (RSDG)** is the same as 21/22 at £890k.

5.1.15 The Council will receive £461k in **New Homes Bonus**. This was unexpected. This includes two payments in respect of years 9 and 12 of the scheme. The year 12 payment was unexpected although the Council was expecting a share of the £346m surplus of NHB unused.

5.1.16 The Council will receive a new one off **Services Grant** of £307k. This grant has been used to provide a "floor" increase for every authority (i.e. to ensure that no authority's Spending Power is lower in 2021/22 than it was in 2020/21). Ministers have distributed this sum as a specific grant using the 2013/14 Settlement Funding Assessment. This benefits Rutland as since that time our share of SFA has reduced substantially.

5.1.17 The Council will continue to receive a **Lower Tier Services Grant** of £47k.

5.1.18 Outside of core funding, the Council has made various Covid-19 announcements. **Supporting Families (£40m) and Cyber Security (£12m).** The Supporting Families figure is £161k. The Council will received £150k in relation to Cyber Security. This funding will be included in the 21/22 budget and carried forward to 22/23.

5.1.19 The allocations for the £1.5bn **COVID-19 Additional Relief Fund (CARF)** have now been published with Rutland's allocation being £946,908. This fund was originally announced in March 2021 alongside the decision to "rule out COVID-19 related

MCC appeals" [Material Changes in Circumstances (MCC)]. The Council will have the discretion to make relief awards to qualifying businesses. There is no impact on the 22/23 budget as this will be dealt with in 21/22.

5.2 Beyond 22/23

5.2.1 The Government have not produced any allocations for beyond 22/23. This gives maximum flexibility to redistribute funding according to political priorities and need as part of Fairer Funding and/or Business Rates Retention. The Levelling Up agenda will inevitably play into any future settlement.

5.2.2 Prior to the financial settlement, the Council's MTFP assumed increases in spending power of 3 – 4% based on trends from 18/19 to 21/22 and assuming a small element of redistribution for Fairer Funding.

5.2.3 Post Settlement, the Council has modelled various scenarios. Each scenario assumes that any redistribution would kick in from 23/24 and thereafter inflationary increases would apply.

Scenario	**Definition**	**23/24 impact**
1. Spending Power is 1%	Spending power increases by 1% from 22/23. As the Government assumes council tax increases, grants would be reduced to achieve a 1% increase.	£0.719m less government grant. Spending power increases to £38.604m
2. Spending Power is 3.1%	Spending power increases by 3.1% as indicated in the CSR. Any increase would be funded by Council tax in the first instance.	An additional £0.084m grants Spending power increases to £39.406m
3.Spending Power increases at same rate as 22/23	Spending power increases by 7.1% as indicated in the CSR. Any increase would be funded by Council tax in the first instance.	An additional £1.612m grants Spending power increases to £40.936m
4.Spending Power is 0% but business rates reset in full	Spending power does not increase. Any increase would be funded by Council tax in the first instance. As the Council retains c£1m more than its business rates baseline, this would be given back to Government.	£2.422m less government grant. Spending power stays at £38.222m
5.Spending Power is 3.1% but business	Spending power increases by 3.1% as indicated in the CSR. Any increase would be funded by Council tax in the first instance. As	£1.237m less government grant. Spending power

Scenario	Definition	23/24 impact
rates reset in full	the Council retains c£1m more than its business rates baseline, this would be given back to Government.	increases to £39.407m
6.Spending Power is 3.1% but business rates only partially reset	Spending power increases by 3.1% as indicated in the CSR. Any increase would be funded by Council tax in the first instance. As the Council retains c£1m more than its business rates baseline, this would be given back to Government but in this scenario some element (80%) is returned to the Council.	£0.743m less government grant. Spending power increases to £39.407m

5.2.4 The Council believes that scenario 1 is most likely given the Government has stated that average spending power increases will be 3.1% moving forward and there will some adjustments for Levelling Up. On this basis, the Council post settlement MTFP incudes the assumptions below. To reflect these changes in the MTFP, the Council has adjusted the total amount of Government grant shown by a Spending Power adjustment figure.

	22/23	23/24	24/25	25/26
Pre Settlement	3.63%	3.96%	4.12%	4.07%
Post Settlement	7.11%	1.00%	2.5%	2.5%

5.2.5 However, all commentators agree that forecasting for 23/24 is very difficult and should be treated with caution. Even a 3.1% increase in spending power for the next few years would not be sufficient to address the gap.

6 MTFP ASSUMPTIONS

6.1 As explained in Section 4, beyond 22/23 the Government funding position is still unknown. In the context of the current economic position, the Council has refreshed its assumptions about future funding.

Assumption	Description	22/23	Beyond
Pension contribution rates	Employer rates set by Pension Fund.	Lump Sum increased by £140k as per triannual review.	Still assumed 1% increase per year. Next triennial review due in 22/23.

Assumption	Description	22/23	Beyond
Inflation	Assumed rates of inflation with the MTFP	Social Care rates increased to 4% General Inflation 2% Utilities 5%	Same as 22/23
Interest rates	The rate at which the Council can invest surplus funds	The Council have assumed rate rises June and March. Investment impact trails behind this by 6 months due to locked in rates for long term deposits.	The Council have assumed that returns will increase in line with Base rate movements until 24/25
Contingencies	Contingencies within the MTFP	The Council has a demand led contingency based on 1% of Net Cost of Services	Same as 22/23
Staff pay award	Pay award for Chief Officers and other staff negotiated nationally.	Set at 2%, with 2% allowed for 21/22 as this would not have been settled prior to the end of the financial year	Annual increases of 2%
Social care grant	Specific grants given by Government	As per local government financial settlement	Linked to Spending Power impact see para 5.2
Rural Delivery grant	Grant for rural authorities	As per local government financial settlement	Linked to Spending Power impact see para 5.2
Council tax base	Number of Band D properties	Taxbase estimated at 15,798 for 22/23	Growth set at 145 properties per annum approx. equivalent to 115 Band D properties
Council tax rate	Rate set by elected members	The Council assumes an increase of 4.99%. 1.99% referendum limit + 1% Social Care + 2% balance of Social Care	Reverts to 2.99% 1.99% Referendum limit plus 1% Social Care

Assumption	Description	22/23	Beyond
		allowance from 21/22	
Misc grants	Ad hoc grants	Assumed some grants will continue at the same rates unless known	As opposite
Business Rates	Amount of funding Rutland is allowed to keep (its baseline) by Government from rates collected	Assume rates baseline continues as is (no growth).	Linked to Spending Power impact see para 5.21
Better Care Fund	Ringfenced funding shared with the CCG	Assume this increases with inflation as it contributes to reducing the burden on the NHS	Same as 22/23

7 RISKS AND UNCERTAINTIES

7.1 While the MTFP includes various assumptions, there are a number of inherent risks associated with these assumptions and a range of other factors that could impact on funding and spending that are outside of the Council's control (these are covered below).

	Issue/risk	Impact/ Action to mitigate risk
1	The Council has received a 1 year **financial settlement**. Future funding is difficult to predict (see section 5) as it is not clear as to whether and how the Government will implement Fair Funding or Business Rates Retention. Some changes to the distribution of funding should be expected as the Government delivers its Levelling Up agenda.	MTFP assumes funding will reduce as redistribution takes place. The Council will continue to lobby for additional funding and respond to future calls for evidence.
2	The Government has indicated that 3% will be the maximum **council tax** rises permitted without the need for a referendum (some extra flexibility is given to Councils like Rutland in 22/23 who did not apply the full social care precept in 21/22). This limits the	MTFP assumes 3% tax rises from 23/24. The Council will lobby for additional Government funding rather than Council tax rises to minimise the local tax burden.

	Issue/risk	Impact/ Action to mitigate risk
	Council's flexibility to raise taxes further as a means of closing its financial gap or creating funding for investment.	
3	The Government has announced that it will introduce a social care cap of £86,000 as part of **adult social care reforms.** This means that individuals will not need to spend more than £86,000 on their personal care over their lifetime. This will be introduced in October 2023 and implemented using legislation already in place under the Care Act 2014. The introduction of the care cap and associated administration will be significant and local authorities are still waiting details on how this will be implemented. In the settlement, £91k has been received for market sustainability and fair cost of care. The Council has seen pressures on providers to the point that some care packages have been 'returned' to the Council. The Government have indicated that the adult social care reforms will be fully funded but there is a concern as to how the Government had calculated the full cost and whether any grant received will be sufficient. It is far too early for the Council to assess what the cost of implementing and operating reforms will be.	Of the additional tax income created by the Social Care levy, £5.4bn will be allocated to social care, of which £3.6bn will be used to fund the cost of these social care reforms. The MTFP assumes the cap will be cost neutral. Should this not be the case, the Council will lobby accordingly. This issue was raised by Sir Bob Neill MP (Conservative, Bromley and Chislehurst) during the Report stage of the Health and Social Care Bill. The fair cost of care grant will be used to support providers.
4	The **Better Care Fund** continues into 21/22 and increased by 5.3% but the level of funding beyond then is unsure and future reforms to the NHS or changes to the way social care is funded could change this landscape. At a local level, joint working and integration is strong	The MTFP includes the BCF in line with published allocations and assumes this will continue with inflationary increases.
5	**Schools funding** (Dedicated Schools Grant) is outside of the General Fund and is ring fenced.	The Education and Finance teams are working with Schools to tackle issues. A Recovery plan exists and Department for

	Issue/risk	Impact/ Action to mitigate risk
	The Council is carrying a deficit on the DSG, nearly £1m, caused by High Needs pressures which it aims to recover over time. In statute, the Council is not required to fund this deficit but with funding received barely sufficient to meet current demand, the Council is unclear as to how the deficit will be funded. The level of deficits nationally are significant and growing. The Council understands that the DfE are working with some Councils to tackle the problem and that future reforms are likely but as it stands there is no plan that will clear the deficit quickly. We await national policy reforms.	Education may request information or review it. Lobbying is being done through our local MP and via the LGA. The Chair of the LGA Children and Young People Board has urged that reforms are completed and that high needs block deficits are written off.
6	Council tax is the largest single source of revenue for Rutland. The amount raised in future years will depend both on how **the tax base** evolves and on the scale of any increases in the tax rate. Growth in the council tax base will depend on several factors: • The change in the number of properties on which council tax is payable, which in turn depends on the number of new net properties The Council assumes a gross growth rate of 145 in line with planning guidance. • Changes in the number of properties subject to exemptions, discounts and premiums. These have been stable in 21/22 are not anticipated to change. • Changes in the number of properties whose residents are eligible for local council tax support (LCTS) – this number has grown from 1,393 in April to 1,557 at the of November and is expected to continue to rise for the remainder of the year. • Changes in the collection rate for those still eligible to pay council tax - there has been a small increase in non-payment this year, although based on past experience most of this is expected to be recouped in	The MTFP assumes net tax base growth of c115 Band D properties in line with the assumptions set out opposite.

	Issue/risk	Impact/ Action to mitigate risk
	future years. We therefore assume the collection rate in 2021/22 to be 98.5%, with the rate returning to 99% thereafter.	
7	As with council tax, the business rates tax base is affected by several factors, all of which are uncertain: • the change in the quantity of non-domestic property – for Rutland, gross rateable value has marginally decreased from £32,930 at billing to £32,817 in November • the change in the number of properties subject to different tax reliefs, such as the 100% reduction in tax bill available for the first 3–6 months a property is empty – this has remained stable; • changes in the collection rate – this has held up with businesses still getting relief.	The Council has traditionally seen little business rates growth. The MTFP assumes no growth in 22/23 other than for that known.
8	The Council voted in September 2021 to restart its **Local Plan** process and set aside c£1.4m to fund this. The costs associated with developing a new Local Plan and managing without a plan in the interim are estimated at £1.4m. The Council agreed to keep the budget under review and note whether evidence emerges as to whether it will go up or down. Early signs indicate that there are already emerging pressures on the Local Plan budget. Additional planning applications from significant developments such as Mallard Pass will mean additional resource will be needed. While the Council will aim to negotiate a Planning Performance agreement for all large scale developments, to try and cover costs, it represents a significant risk.	The Council has no additional provision set aside and would need to access General Fund reserves should costs escalate.

	Issue/risk	Impact/ Action to mitigate risk
9	**Pay inflation** rate for 21/22 is still not confirmed after national negotiations failed. The Council originally assumed a freeze with c£100k set aside for staff due increments and rises for those earning under £24k. At Quarter 2 this assumption was changed to 2%. The pay settlement is not expected to conclude by March 2022.	The MTFP reverts back to the normal 2% assumption for 22/23 onwards.
10	For the large part, the Council's direct **pandemic activity** has stopped albeit the impact in the medium term on the future of council services is still being monitored. There are also some areas where there are backlogs or ongoing workload demands which require short term resource. Examples include continued reporting and assurance requirements in Finance and Revenues. Grant funding remains in case further pressures arise.	The Council has Covid grants remaining that can be used to support short term pressures. The 22/23 budget includes use of Covid grants for this purpose.
11	The Government target is to keep **inflation** below 2%. Inflation, as measured by the Consumer Price Index (CPI) is 5.1%. On the old RPI measure, inflation is 7.1%. There are a combination of factors – rising pay, petrol prices, utilities and supply shortages. The Council has seen the impact of inflation as it has extended and renewed contracts. Contract extensions have led to increased costs in the short term. With significant contracts due for tendering, the Council is at the risk of price inflation.	The Council will monitor the position on key contracts and has inflation built into the MTFP which has been adjusted as part of the 22/23 budget.
12	**Interest rates** may change thereby reducing the Council's ability to earn	Advice from our Treasury advisors is factored into investment returns expectations

	Issue/risk	Impact/ Action to mitigate risk
	investment income and the potential to repay long term debt earlier. The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target, and in a way that helps to sustain growth and employment. Rates were not expected to rise but the Bank of England has raised interest rates for the first time in more than three years, in response to calls to tackle surging price rises. The increase to 0.25% from 0.1% followed data this week that showed prices climbing at the fastest pace for 10 years. Interest rates are not expected to increase further which will dampen investment returns but if inflation continues to rise this could change.	which have been lowered by £140k for 22/23 and £90k in 23/24. Consideration has been given to other investment routes such as property funds but this has been ruled out for now. Regular review of the debt position and consideration of the balance between investing surplus cash and using it to repay long term debt.
13	**Capital financing** costs have been estimated based on current spending plans. Corporate analysis of existing and potential new projects indicates that no further external borrowing is expected at this stage. However the Council's asset condition survey is due to report in early 2022 and funding of a planned maintenance programme will need to be sourced. The Capital Investment Strategy highlights the need for a long term (10 year) capital plan. This could require further borrowing.	The Council will aim to minimise borrowing unless there is an Invest to Save rationale.
14	The Council has seen **demographic** changes over time and will do so again in the future. It is difficult to track changes in population and number of households have not always translated into increases in service costs.	The MTFP includes a contingency of 1% of the budget in its MTFP to cover demographic and other demand changes. As far as possible Directors will try to manage costs pressures within budget.

	Issue/risk	Impact/ Action to mitigate risk
	The Council is expecting to see population changes and housing growth over the next 5 years.	
15	The Council's net **pension liability** for the Local Government Pension Scheme (controlled by Leicestershire County Council as the Pension Fund administrator) has increased from £40m to £57m. Contribution rates are due to be confirmed in 22/23 and pressure on interest rates may impact investment income placing pressures on employer contributions.	The position will be monitored but the Council's MTFP includes a 1% increase in rates per annum.
16	The new **Environment Bill** has various impacts for local authorities: • The act introduces extended producer responsibility (EPR) which allows authorities to make regulations that require manufacturers to contribute to the disposal costs of the products they produce. • Recyclable household waste must be collected separately from other household waste, for recycling or composting • Food waste collection must take place at least once a week. However, under the Act, Councils will not be permitted to charge for the collection of food waste. • Councils will not be allowed to charge for the collection of Green Waste. The Environment Act also sets out other provisions including a commitment to net zero greenhouse gas emissions by 2050. These changes will have far reaching implications on the composition and material flow of Rutland's waste and	The Government has stated in its **waste and resource efficiency factsheet** that it "*recognises the financial pressures local authorities face and will ensure that costs arising from new statutory duties such as those proposed in the Bill are covered."* The detail of any available funding are awaited. Conversations with officials gave rise to concerns and our MP, Alicia Kearns, has written to Ministers asking for assurances. The Council has assumed the following: • Green Waste charging will continue until 24/25. Grant compensation is assumed to be 75% of the value of the green waste charge. • Food waste to be implemented from 24/25 but not funded until 25/26 (as per current announcements).

	Issue/risk	Impact/ Action to mitigate risk
	will fundamentally affect how the Council specifies its requirements for the new waste contracts.	
17	The Council has properties which are being reviewed as part of a condition survey. This a core part of its work on **Asset Management**. The results of this work will be factored into future plans and an Asset Management Strategy. As a minimum, a planned maintenance programme will be developed and decisions made as to whether assets will be retained.	The MTFP includes an additional £250k repairs budget from 23/24. The need and adequacy of this budget will be considered when condition work is completed. Capital funds and reserves are available but adequacy will depend on the extent of the long term programme.
18	**Ash dieback**, sometimes known as 'Chalara', affects ash and other species of trees and is caused by a fungal pathogen. The management of Ash dieback was identified in the MTFP as a future potential financial development/pressure but figures are unknown. The financial implications of the spread of ash dieback will be more fully understood as work progresses. The Council is responsible for the inspection and maintenance of all trees on land it owns and manages, including the adopted highway.	The Council has set aside £500k of repurposed earmarked reserves to fund ongoing work. This was not used in 21/22 but is still held pending further review. Consideration will be given to minimising cost of felling and maximising revenue from timber sales.
19	Businesses can appeal to the VOA about the amount of rates they pay. If their RV is reduced on appeal (NB: appeals can be backdated for years) then the Council will not only lose income but will have to refund businesses for any "overpayments" they have made. To mitigate this risk, the Council has a **provision for appeals** and losses. The amount set aside represents each Council's estimate of the sums that may ultimately be repaid to ratepayers. Setting the provision is not straightforward but relies on the various	The Council recalculates its provisions every year as part of setting the business rate tax base in January. The backlog with the VOA makes it difficult to be certain about the future risk.

	Issue/risk	Impact/ Action to mitigate risk
	types of information and judgements (and is subject to external audit). The dilemma for the Council is about the level at which to set its provision. If it is too low then the Council may incur costs in the future. If it is too high then the Council could reduce its income in the short term. Nationally there has been a large rise in appeals lodged with the Valuation Office Agency and the VOA requires additional resources to manage its processes and give authorities more clarity on income. It remains to be seen whether the MCC funding (£946k) will have an impact.	
20	A **Climate Change Action Motion** was presented to Full Council on 14 October 2019. This was followed by an Ecological Emergency in November 2021. Among the measures put forward for the first motion, were commitments to: • Make sure the Council's activities achieve a net-zero carbon footprint before 2050 • Achieve 100% clean energy across all council functions by 2050 or earlier • Provide a climate change impact assessment on all relevant council decisions • Request that scrutiny panels consider the impact of climate change and the environment when reviewing council policies and strategies • Review council activities to take account of production and consumption emissions • Set up a Climate Change Partnership Group involving councillors, residents, young people, climate experts,	The MTFP makes no additional provision for spending towards climate change but does include a budget for a Climate Change officer. MTFP will be updated as plans are drafted and agreed.

	Issue/risk	Impact/ Action to mitigate risk
	businesses, and other relevant groups There is no detailed plan to support the Climate Change motion or what the Council's support for the Climate and Ecological Emergency Bill means so it is difficult to assess the financial impact. However work has started on a baseline carbon assessment which will provide a launch point for any plans.	
21	The Council, like many others, is experiencing issues in respect of **recruitment and retention.** There are a number of challenges contributing to this including the impact of the pandemic (as individuals reassess what is important to them), agile working which makes jobs further afield more accessible to staff, pay rates which are moving upwards as authorities will pay more to retain staff and uncertainty in the sector generally which makes the public sector less attractive for private sector candidates.	Review of recruitment and retention has been completed. Pay levels are reviewed to try and maintain competitiveness.
22	Rutland County Council has undertaken a review of the County's **leisure and wellbeing** needs. The purpose of the review was to inform options for the shape of the leisure and wellbeing offer beyond 2022. Cabinet has approved various recommendations including the option of letting a new nil cost contract (if possible) for dry side leisure facilities alongside exploring options for a community led facility and securing more public access swimming. Ultimately, the Council has a desire for a zero subsidy for ongoing wet and dry leisure provision at a new site with 90% external funding in recognition of the Council's financial position.	The MTFP does not include any allowance for additional Leisure costs. £250k of developer's contribution has been committed as match funding towards future provision and investment in facilities as recommended by Cabinet.

8 SAVINGS: CLOSING THE GAP

8.1 Objective and priorities

8.1.1 Given the funding settlement and existing pressures and risks, the financial outlook confirms that strong action is required now to eliminate (or at the very least reduce) the projected deficit for 23/24.

8.1.2 Despite savings made in 21/22 and 22/23, the forecast revenue budget for 23/24 shows a funding gap of £2.2m which will have to be balanced by using reserves if savings cannot be found. Using reserves to balance the budget for recurring expenditure is not good practice and not sustainable.

8.1.3 **Strong action is needed now to reduce costs and increase revenue. By December 2023 and in time for the 23/24 budget, the Council must have agreed deliverable savings (worked up proposals that can be actioned from 1 April 2023) that can be included in the budget.**

8.1.4 Given the savings already delivered, the work/investment required to deliver further savings and the uncertainties that remain, it is accepted that balancing the books by 23/24 is challenging. In this context, the Council should aim to close the gap fully by 25/26.

8.1.5 One of the further challenges is that the expenditure growth year on year is greater than funding growth, so saving £2.2m in 23/24 does not remove the problem in full. **As part of the action set out in 8.1.3 the Council will also need to consider spending control mechanisms to minimise inflation increases above funding levels. This could include cash limited budgets, recruitment pauses and pressure management.**

8.2 Context – barriers and issues

8.2.1 Developing a programme of savings is complicated by various factors which are explained below

a) Whilst some services are statutory, classifying spend as either statutory or discretionary at a headline level is almost impossible. For example, having a finance function is not a statutory requirement but without it the Council could not meet statutory obligations such as producing the Statement of Accounts. Therefore, the Council cannot simply list discretionary services and cut those to plug the gap. The Council will nevertheless have to explore the question of discretion in more detail at service level. This is an area where external input may be useful based on our enquiries.

b) the Council has already made significant savings over the last 10 years which have been used to meet additional pressures and offset the loss of funding;

Year	Budget savings
11/12	3,313,050
12/13	1,193,500
13/14	1,534,500
14/15	889,400
15/16	785,900

Year	Budget savings
16/17	1,022,400
17/18	931,300
18/19	805,600
19/20	1,515,000
20/21	479,000
21/22*	1,743,300
22/23	1,314,000

*Figures include budget review savings

c) the Council's net spending per head (£1,347) compared to other unitary Council's (£1,735) is below average (based on the latest LG Inform figures pre pandemic). Reducing costs further without impacting the services enjoyed by residents is unlikely;

d) inevitably there are some areas where the potential for reductions to be made is low either because of savings already made, statutory obligations, current spend levels or because spend is outside of the Councils' control. The list below gives examples.

Areas	Spend	Challenge
External audit	£100k	Fee reduced from £180k to £80k over last 10 years. Statutory requirement for audit. Auditors regulated nationally and under pressure to do more.
Internal audit	£95k	Very low cost at c£92k. Other service delivery options already explored. Service cannot be stopped or cut.
New social care levy	£155k	New tax for 22/23. Council cannot opt out.
Social Care packages	£10.3m	There are three factors which drive cost none of which are Council controlled: - need for care. The Council cannot choose to only help those with greatest needs and leave others to help themselves if they meet the threshold for care. - financial contributions – some people pay towards their care. The Council does not the set financial rules so cannot ask people to pay more. - care rates – the Council has to pay a fair rate for care. Reducing rates would destabilise and threaten the supply of provision.

Areas	Spend	Challenge
Home to School transport	£774k	Local authorities have a duty to provide non means tested free transport for all pupils of compulsory school age (5-16) if their nearest suitable school is: • beyond 2 miles (if below the age of 8); • beyond 3 miles (if aged between 8 and 16 The Council controls how this need is met but control over number of children needing transport is limited.
Pay increases	£335k	The Council does not control the level of pay rises given to staff so it cannot simply freeze pay to save money. Pay is set at a national level.
Fees and charges	£4m	Most fees are set nationally. Fees set locally, the Council can only break-even and recover costs. Legally it cannot make a profit unless it acts through a trading company.
Concessionary travel	£240k	A mandatory bus concession for older and disabled people has been in place since 2001. The scheme has gradually been extended and since April 2008 has provided free off-peak local bus travel to eligible older and disabled people anywhere in England. This is Government controlled so the Council cannot choose to stop subsiding those who enjoy free travel even if they can afford to pay for themselves.
Pension contributions	£3.2m	£3.2m per annum, set by Pension Fund, unlikely to reduce given Pension Fund deficit. Council cannot come out of the Pension Fund for existing employees. Reducing headcount is the key way of reducing costs.
National insurance contributions	£1.3m	Rates set by Government. Reducing headcount is the only means of reducing spend.

Areas	Spend	Challenge
Insurance	£270k	Level of cover reviewed and little scope for savings other than not having insurance
Public Health	£1m	£1.3m, ring fenced sum, savings already made and allocation will continue to reduce

8.3 Options and Next Steps

8.3.1 Notwithstanding the above comments, the Council must act now if it wishes to be financially sustainable.

8.3.2 As noted above, there appear to be an increasing number of areas where the Council has no or limited influence over spending levels. In early January, the Council will be revisiting its budget in full and classifying spend into "controllable" and "non-controllable" categories.

8.3.3 It will then work with elected members to look at "controllable" spend to prioritise areas for further work. As part of this work, the Council will refresh and review the list of medium term saving options it included in a July report to Council.

8.3.4 Whilst the above work is scheduled for January, there are inevitably some areas which will make a long list for consideration including:

a) reduce the amount spent on **leadership and management** by reviewing the senior structure;

b) reviewing its **corporate services** structure and offer and seeking to reduce costs in part by being more efficient, investing in technology and encouraging self-serve.

c) review the **cultural offer** and seek to maintain current provision whilst significantly reduce subsidy by looking at options for greater community ownership;

d) review its **transport offer** and aim to connect the County better by trying to make routes commercially viable (and if not reducing subsidies) and reinvesting in a new network;

e) revise its current offer and policy in relation to **Post 16 transport** which is currently delivered free of charge and alternatives will be explored;

f) review the **discounts** it gives on council tax and business rates; and

g) review the **social services prevention** offer whilst maintaining resources to deal with those who have care needs.

8.3.5 None of the above savings areas **can be delivered without some impact on front line services** although the Council will aim to mitigate impacts where possible. As

part of the above considerations, the Council may decide to hold vacancies now in areas targeted for future service reductions.

8.3.6 The scale of savings required (and the capacity needed to deliver such savings) means that the Council is considering bringing in an external partner to help provide capacity, expertise and independent challenge. Officers accept that there is risk that they are "too close" to service areas. In addition, a vertical approach to savings (i.e. service led) means that the opportunity for horizontal changes (cross organisational) may be missed. In particular, reductions in headcount will make small teams even smaller and possible unviable. This will present some challenges and may require a move to a different organisational design.

8.3.7 The Council has had some informal conversations with advisers who have delivered "cost reduction" projects elsewhere. Such a project would take 3 months to complete and would cost in the region of £50-£100k which the Council could fund from savings made in 2021. The Council is requesting that the Chief Executive/s151 Officer progress this, if they deem it appropriate, in consultation with the Portfolio Holder for Finance.

8.3.8 Alongside the savings work, the Council will continue to lobby Government for a better deal for Rutland in terms of core funding but also for specific rural challenges like transport.

8.3.9 A more detailed plan will be worked up for April once some of the work discussed has been advanced. The Council will also engage with residents on potential savings ideas prior to finalising the savings programme as part of its corporate plan development.

9 RESERVES

9.1 The minimum level of reserves required

9.1.1 One of the reasons that a deficit does not threaten the Council's resilience overnight is that the Council has been prudent over the years and has maintained a healthy reserve level. The total level of reserves relative to council revenue expenditure is relatively high compared to other Councils as per the CIPFA Resilience Index indicating a good degree of financial management.

9.1.2 These reserves can be called upon in the short term to balance the budget but this is not good practice and they cannot continue to be used indefinitely as indicated above. Reserves are also available to meet unexpected costs. In 2021, the decision to restart the Local Plan process (which calls upon £1.4m of Reserves) demonstrates the importance of having available funds.

9.1.3 The level of reserves is set to take account of:

- strategic, operational and financial risks (see Section 7);
- key financial assumptions underpinning the budget; and
- the quality of the Council's financial management arrangements.

9.1.4 The Council's minimum reserves target is set at £3m. Presently, the Council's General Fund balances (and useable earmarked reserves) are above the minimum

level. As at March 2022, reserve levels are budgeted to be at £11.464m (General Fund) and non-ring fenced reserves £6.559m (earmarked reserves as detailed in Appendix 3).

9.1.5 A review of the reserves position has been undertaken. **It is my view that the minimum reserve level be maintained at £3m.** This level is deemed adequate based on professional judgement and a risk assessment taking into account the following factors:

a) despite a good savings track record, the Council has work to do to deliver future savings;

b) there are potential risk and cost pressures as set out in 3.4; and

c) the financial outlook (Spending Review 2021) and Settlement indicate that future funding will not close the gap.

9.2 Earmarked Reserves

9.2.1 **Earmarked reserves** are used as a means of building up funds to meet known or predicted liabilities (albeit the timing may be unforeseen). Their establishment and use is subject to Council approval and movements are reported as part of the quarterly financial monitoring reports. A list of earmarked reserves is given in Appendix 3.

9.2.2 The Council has £4.026m of un-ringfenced earmarked reserves which can be used at the discretion of Council.

9.2.3 The Council has reviewed earmarked reserves and is proposing the following changes:

- deletion of Brexit reserve because the reserve is no longer required as the Council has not seen any pressures emerging solely attributable to Brexit.

- deletion of Digital Rutland reserve as the project is largely complete and there is a budget within the Places directorate to manage the remaining elements of the project.

- transfer funds from deleted reserves (totalling £292k) into the social care reserve.

- create a new CST Improvement reserve from the balance held in Budget carry forward to fund customer services improvements e.g. website development.

- transfer £53k from the budget carry forward reserve to the social care reserve as the budget carry forward is no longer required

9.2.4 In terms of the use of Reserves in the MTFP (non ring fenced reserves only), the Council's general approach is:

- to meet in year pressures over and above the 1% contingency in the core budget from relevant reserves providing there is a plan to address a longer term pressure;

- to fund invest to save type expenditure or cost avoidance;

- to use other reserves for their intended purposes.

9.2.5 The MTFP therefore assumes (for now) limited planned use of earmarked reserves. The Council is not using earmarked reserves to offset use of the General Fund (outside of any change previously agreed).

9.2.6 In terms of replenishing earmarked reserves, the Council's plan is to:

- balance the budget without using reserves;
- use any underspends in specific areas to top up reserves where that would not cause a General Fund deficit; and
- direct officers to consider the need for earmarked reserves in setting budgets and associated fees and charges e.g. rent levels should generate income to be set aside for future repairs or void periods.

10 COUNCIL TAX AND COLLECTION FUND

10.1 Council tax – options

10.1.1 The Government has maintained the general Council Tax referendum limit at 1.99% for 22/23. Rutland is also able to levy an Adult Social Care precept of an additional 3% for 22/23 (1% allowed under 22/23 regulations and 2% brought forward from the prior year where the Council was allowed to apply up to 3% with any unused carried forward to 22/23).

10.1.2 From 23/24 onwards, the limit will be 2% for general council tax and 1% for the adult social care precept.

10.1.3 The Council proposes to raise Council Tax by 2% and levy the Adult Social Care precept of 3%. This is the maximum amount, **Members should note that Councils in financial difficulties that have not maximised local taxation have been criticised for asking for more Government funding.**

10.1.4 The rationale for applying the 3% Adult Social Care precept is that the total increase in direct ASC costs (after applying savings) is estimated at £1.016m (excluding corporate overheads). The total additional yield from a 3% levy is £0.890m. As an aside, the total value of the precept for 22/23 is £3.609m v £13.827m total spend on ASC.

10.1.5 The table overleaf gives shows the difference between the various options that Members could apply:

Change from 21/22	**Council tax rate**	**22/23 Council tax revenue £m**	**Loss against maximum yield in 22/23**	**MTFP Impact**
4.99%	£1,917.36	£30.292m	N/A	N/A
3.99%	£1,899.23	£30.004m	£0.288m	£1.9m - £2.2m
2.99%	£1,880.84	£29.715m	£0.777m	£3.8m - £4.2m
1.99%	£1,862.57	£29.427m	£0.865m	£5.7m - £6.3m

0.99%	£1.844.31	£28.043m	£1.154m	£7.6m – £8.5m
0%	£1,826.23	£28.852m	£1.440m	£9.5m - £10.5m
NB: The losses over a 6 year period will vary according to a number of factors including growth, council tax support, collection rates, discounts and empty homes.				

10.2 Impact on residents

10.2.1 The Council runs a Local Council Tax Support scheme. The Scheme gives a maximum 80% discount on Council Tax bills for qualifying residents (i.e. those on low incomes who have capital of less than £10,000). This scheme runs alongside the single person discount so residents living on their own only pay 75% of the value of Council tax for their property.

10.2.2 In 2021/22 the Council applied a further discount of up to £100 for those on the lowest incomes funded from Government grant. The budget assumes that this will continue into 22/23 as long as funds remain. The Council also has a discretionary hardship fund (£20k) which would allow us to reduce Council tax for the most vulnerable.

10.2.3 The table below shows the impact on residents of the Council tax decision.

Impacts	**21/22**	**22/23**
On residents		
Council tax per Band D property	£1,826.13	£1,917.36
Weekly cost (Band D)	£35.02	£36.77
Maximum weekly cost for those receiving full council tax support	£8.76	£9.19
Number of households paying the full charge*	9,965	10,025
Number of households receiving single persons discounts/ council tax support*	6,676	6,705
Council tax support funding available for hardship cases	£20,000 with additional reserves held if required	£20,000 with additional reserves held if required

10.3 **Council Tax Collection Fund – the estimated balance for 2021/22**

10.3.1 The Council, as a billing authority, is required to keep a special fund, known as the Collection Fund. If a surplus or deficit remains in the Collection Fund at the year-end it is subsequently distributed to, or borne by the billing authority (in this situation

the Council) and the preceptors (Police and Fire Authorities). Billing authorities are required to estimate the expected Collection Fund balance for the year to 31 March in order that the sum can be taken into account by billing authorities and preceptors in calculating the amounts of Council Tax for the coming year. The difference between the estimate at 15 January, and the actual position at 31 March will be taken into account in the following financial year.

10.3.2 The estimated financial position on the Collection Fund at 31 March 2022 is shown below.

Estimated Deficit at 31 March 2022	£186,000
Share of Deficit	
Rutland County Council	£159,600
Leicestershire Police Authority	£20,400
Leicestershire Fire Service	£6,000

10.3.3 The deficit represents 0.59% of the amount collected. Regulations provide for the Council's share of the estimated deficit to be transferred to the General Fund in 22/23.

10.4 **Business Rates Collection Fund – the estimated balance for 2022/23**

10.4.1 Similar to Council Tax the Collection fund for business rates as been anomalous. Although the Government has funded a large proportion of the changes in relation to business rates, the timing and accounting treatment required for the Collection Fund will result in significant movements between reserves to neutralise any impact of the reliefs.

10.4.2 The Councils draws down an amount from the Collection Fund based on annual return completed in January and this forms the 'funding' from business rates, which does not fluctuate.

10.4.3 For 21/22, the Government have made policy decisions to grant extra relief as part of their Covid response, but recompense local authorities by grant payable in year. The consequence of this is the Council still receives the estimated funding from the Collection Fund plus grant funding for the additional relief, creating a significant surplus for the Councils general fund in 21/22.

10.4.4 This creates a deficit on the Collection Fund as the amount collected will not be as high as when estimated in January, but the fund still pays out the estimated amount. The Council will then have to pay back the deficit in the next financial year.

10.4.5 To help neutralise this impact the Council will use the additional funds received in 2020/21 and put them into a specific earmarked reserve in order to meet the estimated deficit in the Collection Fund in January 2022.

10.4.6 The Council has now completed the government return for business showing the estimated position for 22/23 and due to the impact described in 10.4.3.

10.4.7 The way in which business rates work in accounting terms means that the Council's business rates figure in the MTFP will be shown as £3.562m rather than £5.776m (with business rates income received in prior years being pulled into the General Fund via earmarked reserves). This adjustment is just a timing difference as the Government fund the council for lost income in the year of loss, but the repayment of the loss appears in the following year e.g. the Council received grants for reliefs government gave to businesses in 20/21, but will only have to pay back the losses from the reduction in rate bills in 22/23. To mitigate this impact the Council transferred the extra funding in 20/21 to a reserve and will draw down this to offset the repayment.

11 REVENUE BUDGET

11.1 The Council is proposing a net revenue budget of £43.276m. The table below sets out the detailed make-up of the budget.

		Budget 22/23 £000
11.1.1	People	19,806
11.1.1	Places	14,701
11.1.1	Resources	7,667
	Sub-Total Directorate budgets	42,174
11.1.2	Pay Inflation contingency	674
11.1.3	Demand Led Contingency	428
	Sub-Total Contingencies	1,102
	Net cost of services	**43,276**
11.1.4	Appropriations	(2,478)
11.1.5	Capital financing costs	1,647
11.1.6	Interest income	(100)
	Sub-Total Capital	(931)
	Total Net Spending	**42,345**
	Funding	**(39,656)**
11.1.7	Contribution from Earmarked Reserves	(2,683)
	Use of General Fund reserves	**6**

11.1.1 The **Directorate budgets** are detailed by functional areas in Appendices 4 to 6. The budgets include savings and pressures.

11.1.2 The budget includes a contingency for **pay** changes (pay inflation, adjustment, re-grades, staff opting in to pension fund etc). The public sector pay award for 21/22 has not been settled at the time of writing. The Council assumes a 2% pay award for 22/23 and beyond.

11.1.3 The budget includes a **1% contingency** of £428k to cover demographic growth, housing growth and service demand. Historically, this has been sufficient to cover costs but its suitability for the next period of the plan is under review. The contingency replaces needs management and other contingencies.

11.1.4 The **appropriations** figure represents adjustments that the Council is required to make to its revenue position that are specified by statutory provisions and any other minor adjustments. It includes the reversal of the annual charge for depreciation on the Council's assets which is shown in Directorate budgets.

11.1.5 **Capital financing** costs of £1.647m comprise interest costs on loans of £1.033m and Minimum Revenue Provision (MRP) costs of £614k. MRP is a statutory charge to the revenue account which covers the repayment of debt (see 6.3).

11.1.6 **Interest income** reflects interest earned on investments. This has been significantly impacted by the pandemic and other economic factors.

11.1.7 **Earmarked reserves** are used to offset specific expenditure. The 22/23 budget uses £2.683m of earmarked reserves to fund Better Care Fund Projects (£200k), Highways Drainage Works (£30k), Council Tax Hardship Fund (£40k), Business Rates (£2,314k), Use of the Covid Reserve (£79k) and additional drawdown of commuted sums due to additional costs of the Grounds Maintenance Contract. A list of earmarked reserves is given in Appendix 3.

11.2 Contribution to Corporate priorities

11.2.1 The budget will allow the Council to deliver on corporate plan priorities and meet statutory obligations. The Council continues to focus on delivering and maintaining core services during difficult financial times and supporting those who are most vulnerable:

- the Council is enhancing current Local Council tax support scheme arrangements by providing additional top up support for the most financially vulnerable;
- the Council continues to work closely with Health and has now implemented the seven day a week offer for service users;
- the Council is investing in the waste management service and preparing to implement the Environment Act including food waste collection;
- the Council continues to invest in the Council's road network to keep it at a high standard;
- the Council continues to invest in transport provision to maintain access to public transport and has submitted a bid for Bus Services Improvement funding;
- the Council continues to meet increased demand for Home to School and Special Educational Needs (SEN) transport;
- the Council continues to expand its digital offer and enable residents to make service requests online;
- the Council is investing in the development of a new Local Plan and has set aside significant funding for this; and

11.2.2 Whilst the Council is facing challenging circumstances, the budget protects key services, and avoids service reductions that may be forced in the future.

11.3 The budget process – the development of the revenue budget

Impact of Covid-19

11.3.1 Whilst the extent of pandemic work is much reduced, there are still some legacy

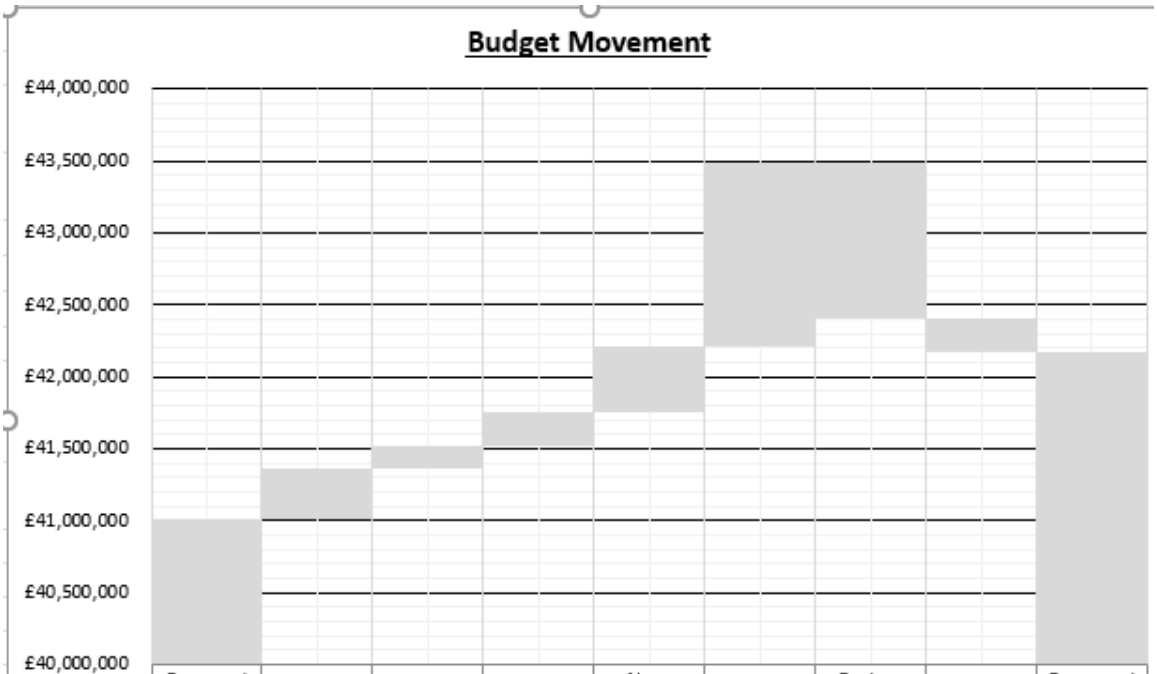
impacts that cause additional costs in 22/23 and can be funded by Covid grant that the Council has available. For example, additional support in Finance will continue into 22/23 as additional reporting requirements continue and the Council delivers work previously deferred to accommodate the focus on pandemic focus. The total costs are £79k and are funded by grant.

11.3.2 Beyond the above issues, the Council still retains £343k of Covid grant funding available to meet any further pressures that might emerge.

Budget process

11.3.3 The starting point is the restated 2021/22 budget which is updated for any approved changes and adjustments as reported in Finance reports. Minor adjustments are made to individual budgets as part of the normal annual budget process. These include updating for the pay settlement, inflation, adjustments and removing one off budgets. Any savings and pressures are also factored in.

11.3.4 The Council's restated Directorates budget for 21/22 is £41.0m. The Council's Directorate budget is £1.16m (2.8%) higher than the comparable budget for 21/22. Therefore the total 22/23 is £42.2m. The build-up of the budget is explained below.



	Restated Budget 2021/22	Demand Pressures	One Off Pressures	Funded Pressures	Non-Demand Pressures	Inflation	Budget Review Savings	Savings	Proposed Budget 2022/23
Actual	41,013,80	349,000	161,500	230,500	454,400	1,279,100	1,076,600	237,600	42,174,10

11.3.5 The original 21/22 budget is restated so it is comparable as far as possible with the 22/23 proposed budget. For example, any one off items included in 21/22 are removed as part of the restatement.

11.4 **Savings**

11.4.1 The 22/23 budget includes:

- Savings proposed/extended from the Budget Review Paper Presented in July 2021 (£1.07m);

- New savings proposed for the 22/23 budget (£0.24m).

11.4.2 In July 2021, Full Council took the Budget Review report (64/2021) and agreed various savings relating to 21/22 but would also apply to 22/23. Some additional changes were made in September. The table below shows the total savings taken in 22/23 as a result of the budget review.

	Savings Removed 21/22	**Additional Savings 22/23**	**Total Savings 22/23**
Administrative Savings	(130,500)	(40,900)	(171,400)
Revision to Councils Offer	(219,800)	(182,700)	(402,500)
Change in Funding Assumptions	(371,000)	0	(371,000)
Strategic Projects	0	(735,000)	(735,000)
Other Proposals	0	(118,000)	(118,000)
Total Budget Review	**(721,300)**	**(1,076,600)**	**(1,797,900)**

11.4.3 A detailed list of the savings included in the budget can be found in Appendix 2.

11.5 Pressures – additional costs

11.5.1 Service pressures may arise from increased demand from service users, legislative changes that place additional duties or responsibilities on the Council or from withdrawn funding which means the General Fund has to pay for services previously funded through other income e.g. grant.

11.5.2 As indicated in para 11.3.1, there are some pressures that are Covid related which will be funded by grants and therefore not have an impact on the Council's General Fund.

11.5.3 The 22/23 budget also includes total new spending of c£1.195m of which £0.349m pertains to demand, £0.685m is about market pressures and £0.189m is due to one off pressures e.g. Continuation of Agency Staff. Pressures are detailed in Appendices 2.

11.5.4 The £0.189m of one off pressures relate to a number of reasons £107k for the continuation of interim staffing arrangements, £10k to support the retender of insurance services, £57k one off investment deliver services/systems differently and £15k for additional maintenance of waste equipment.

11.6 **Reserves and Estimates - robustness**

11.6.1 Best practice requires me to identify any risks associated with the budget, and section 25 of the Local Government Act 2003 requires me to report on the adequacy of reserves and the robustness of estimates.

11.6.2 The most substantial risks in 22/23 pertain to demand led budgets and in particular social care. The Council has prudently assumed that current trends will continue but also has some contingency included in the budget any pressures. It is my view that estimates made in the plan are prudent.

11.6.3 In the medium term, the risks to the budget strategy arise from the risks detailed in 3.3 but can be summarised as follows.

- non-identification and delivery of future savings;
- unidentified and uncontrollable pressures; and
- loss of future resources, particularly in respect of changes to business rates, government funding or council tax.

11.6.4 The risk of economic downturn continuing, nationally or locally, is a distinct possibility as noted in the risk commentary in 3.3. This could result in further significant reductions in funding, falling business rate income, and increased cost of Council Tax reductions for tax payers on low incomes. It could also lead to a growing demand for Council support and services and an increase in bad debts.

11.6.5 In 22/23, it is my view that the Council's financial resilience is adequate. In light of the risks highlighted in section 7, **my view is that the position is deteriorating and requires immediate action**. In the short term (up to 2 years), the Council can manage the above risks as:

- It has a good level of earmarked and General Fund reserves;
- The Council is largely self-sufficient and its high dependency on Council tax leaves it less vulnerable to further government reductions but only if Members raise council tax to the maximum allowable;
- Budget management is sound; and
- Action must be taken in year to reduce expenditure.

11.6.6 My assessment is supported by the CIPFA resilience index where the Council is generally rated as low risk on the measures of financial stress including level of reserves as a % of net expenditure, council tax/net revenue expenditure ratio, external debt and social care ratio. More information can be found on the following link - **Financial Resilience Index 2022 (cipfa.org)**.

11.6.7 Subject to the above comments, I believe the Council's general and earmarked reserves to be adequate in the short term. I also believe estimates made in preparing the budget are robust based on information available.

12 CAPITAL PROGRAMME

12.1 Overall Programme – existing and new projects

12.1.1 The Capital Programme is developed around specific projects. The programme comprises four strands:

- Approved projects: capital projects already approved that will span across more than one financial year (any projects already approved which are not yet completed will continue into 2022/23);
- Ring Fenced Grants: These projects will automatically be included in the existing capital programme.(e.g. disabled facilities grants);

- Non Ring Fenced Grants: New projects to be approved in the budget or in-year; and

- Funding available but not yet allocated.

12.1.2 The table below is an overview of the position for 2022/23. Projects that make up the total £18.298m are listed in Appendix 7.

Capital Programme	**Budget Approved to Date**	**New Capital Projects**	**Deleted Capital Projects**	**Budget 2022/23**
	£000	**£000**	**£000**	**£000**
Strategic Aims and Priorities	8,297	250	(82)	8,465
Commercialisation	10,000	0	(10,000)	0
Asset Management Requirements	10,004	0	(171)	9,833
Total Projects	**28,301**	**250**	**(10,253)**	**18,298**
Financed By				
Grant	(16,011)	(250)	86	(16,175)
Prudential Borrowing	(10,436)	0	10,085	(351)
Capital Receipts	(176)	0	0	(176)
RCCO	(181)	0	0	(181)
Developers Contributions	(1,497)	0	82	(1,415)
Total Budget Funding	**(28,301)**	**(250)**	**10,253**	**(18,298)**

12.2 Approved projects – approved projects continuing into 2022/23

12.2.1 Some of the capital projects will span across more than one financial year. Any projects already approved which are not yet completed will continue into 2022/23. The estimated spend in 2022/23 will depend primarily on the outturn position (the amount spent) for 2021/22.

12.3 Approved projects – projects delivered with ring fenced funding

12.3.1 The Council receives Devolved Formula Capital funds which is passported to maintained schools to help them support the capital needs of their assets. Schools will decide what projects to fund.

12.3.2 For the Disabled Facilities grant which is part of the Better Care Fund, the full allocation is used to help residents remain in their home and be independent.

12.4 Projects in pipeline – to be submitted for approval in due course

12.4.1 In a few areas, works are ongoing and some proposals for new projects are being developed. In these areas, Cabinet reports are expected in 2022/23. Funding for any future projects will be met in full or in part from the unallocated funding (set out in 12.5 below). Areas under review include:

- Highways – the spending review indicated £1.7bn in 2021/22 for local roads and upgrades to tackle potholes, relieve congestion and boost connectivity. This includes £500m for the pothole fund and £310m for upgrades to larger roads. The

Council allocation is £1.5m and is included within the unallocated table in 12.6 until a paper is presented to Cabinet for approval.

- Transport – The Bus Service Improvement Plan went to cabinet in October 2021. The council will be submitting a bid for funding, if successful, its expected that match funding from the Integrated Transport Block will be needed. A further report will be presented in Early 2022 on further schemes that will be funded from the Integrated Transport Block, including fleet replacement

- Property - The Council has been completing an asset condition survey of all assets. This will drive a strategic property review and will lead to the development of a longer term maintenance programme. A new cabinet paper which is expected early 2022.

- Send – A paper went to Cabinet in December 2021 that shows the plans on how the remaining SEND funding will be spent. The report will support Rutland vision that all children and young people with Special Educational Needs and or Disabilities (SEND) to lead healthy, independent and safe lives.

- Levelling Up fund bid – the Council may submit a bid for Levelling Up funding. Once details have been announced, the Council may be asked to decide how much match funding it wishes to include within the bid.

- Speed Indicator Device Review – The potential scheme would look at replacing 69 Speed Indicator Devices (SIDs) across Rutland over a three year period.

12.5 Deleted Capital Projects – Projects deleted from the capital programme

12.5.1 If approved by Cabinet, the projects below (£10.253m) will be removed from the capital programme. Any grant or Developers' Contributions that would have been used on these projects have been included within the unallocated funding below (para 12.6).

- Investment Properties (£10m Prudential Borrowing) – Changes to CIPFA Local Authority standards means that Local Authorities should no longer borrow to invest solely for a commercial return. This allocation has now been removed.

- Oakham Town Centre (£86k Highways Grant Funding) -The project was created for potential future design and maintenance works on the Oakham Town Centre project. The funding from the cancelled project will be re-allocated in 2022/23 to the Highways capital programme to be used on schemes within Oakham Town Centre.

- Future Maintenance Requirements (£85k Prudential Borrowing) – The original capital project was to support feasibility studies on councils' assets. This is now deleted.

- Sports Grant (£82k funded from Developers Contributions) – The capital project was approved in 2015. The final grant award to Royce Rangers is still expected to go ahead (£75k). No further works is planned for the project.

12.6 Unallocated Funding (funding available) and potential future projects

12.6.1 Currently the Council is holding capital funds that have not yet been committed to a project. A breakdown of these funds is shown in the table below. Any future capital projects highlighted in 12.4.1 will be funded from the unallocated funding below.

Unallocated Funding	**Ref**	**Estimated Closing Balance 31/03/22**	**Grant Awarded/ Receipts expected**	**Capital funding for ring fenced budget**	**Estimated Closing Balance 2022/23**
		£000	**£000**	**£000**	**£000**
Devolved Formula Capital		(7)	(12)	12	(7)
Better Care Fund (BCF)		0	(238)	238	0
Adult Social Care – Misc	12.6.2	(219)	0	0	(219)
Schools Cap Maintenance	12.6.4	(437)	(116)	0	(553)
Highways Cap Maintenance	12.6.5	(93)	(1,058)	0	(1,151)
Pothole		(2)	0	0	(2)
Integrated Transport	12.6.6	(1,314)	(462)	0	(1,776)
Highways – Misc	12.6.2	(39)	0	0	(39)
Misc Grant	12.6.2	(77)	0	0	(77)
Developers Contribution	12.6.3	(7,376)	(400)	0	(7,526)*
Capital Receipts		(1,467)	(100)	0	(1,567)
Estimated Unallocated Funding		**(11,031)**	**(2,385)**	**250**	**(12,917)**
NB: Balance excludes contribution towards new Leisure facilities					

12.6.2 Misc Grant Funding (Adult Social Care, Highways and Misc Grants) - Unallocated funding (£335k) representing various balances from historic funding that the council no longer receives. This funding is not ring fenced.

12.6.3 Developers Contribution – Unallocated funding (£7.443m) representing the expected balance as below:

- Section 106/ CIL – Unallocated funding (£4.275m) representing the expected holding balance. Projects will be developed to deal with infrastructure demands from new/existing developments. Expenditure must be spent on the specific details within the individual agreements or on items within the CIL123 infrastructure list. The CIL 123 list will be reviewed to reflect the councils new Local Plan.

- Oakham North Agreement – Unallocated funding (£3.168m) representing the expected holding balance. The Council has flexibility on how this funding is used to support the development.

12.6.4 Schools Capital Maintenance – Unallocated funding (£553k) is ring-fenced and should be allocated to schools and children's centres based on the provision of sufficient numbers of school places and surplus place removal, also the repair, improvement and replacement of existing school buildings. The allocation for 22/23 is confirmed. See para 3.2.15

12.6.5 Highway Capital Maintenance – Unallocated grant funding (£1.065m) is being held

to fund future highways projects which is not ring-fenced; however, future allocations could be affected if the funding was not spent on improving transport infrastructure within the County. The allocation for 22/23 is confirmed.

12.6.6 Integrated Transport - Unallocated Grant Funding (£1.776m) - The integrated transport block funding provides support for small transport capital improvement schemes. Several schemes have already been agreed. This funding is not ring fenced; however, future allocations could be affected if the funding was not spent on transport improvement schemes. The allocation for 22/23 is confirmed.

12.6.7 Leisure Commitment (Report 161/2021) - £250k of Developer's Contribution has been committed as match funding towards future provision and investment in facilities. This has been shown separately from the capital programme until the future of Rutland Leisure has been decided.

13 TREASURY MANAGEMENT

13.1 Overview

13.1.1 At the time of approving the budget, the Council will approve the Treasury Management Strategy and Capital Investment Strategy. The implications of these strategies (capital plans, investment returns and borrowing changes) are reflected in the budget where known but there are also issues that may impact the MTFP in the future.

13.2 Key issues

13.2.1 CIPFA is updating the Treasury Management guidance and Prudential Code for 22/23 although implementation is not required until 23/24.

13.2.2 The Council's TMS sets out rules on investment which focus on security, liquidity and yield. The Council's current approach, which is low risk, will reduce yield compared to previous years reflect current economic conditions. The Council does not plan to change this approach and invest in longer term investment products.

13.2.3 Nor does the Council propose to borrow purely for investment gain. This is not allowed now under CIPFA guidance and the Council has updated its TMS accordingly.

13.2.4 The Council has added an "ethical" investment priority to its strategy. For now, the credit ratings used by the Council take this account. The Council will consider "green" investment and will see how others are also responding to this agenda. may impact our approach.

13.2.5 The Council's capital financing costs include any borrowing charge. Presently, the capital plans include limited borrowing. The Council will soon begin development of a 10 year plan projecting what additional infrastructure it will invest in over that period and consider how this will be funded. There may be borrowing implications from this that could impact the MTFP. This work will be prioritised after the Council had produced its new corporate plan.

13.2.6 The Council's Capital Investment Strategy has been updated for the comments made on 13.2.3 with the Commercial Investment Policy retitled as an "Invest to Save" policy. Under this policy, the Council will still permit borrowing for capital

expenditure where financial return is a key priority alongside service considerations.

13.3 Prudential indicators – indicators to be approved

13.3.1 Local authority capital expenditure is based on a system of self-regulation, based upon a code of practice (the "prudential code").

13.3.2 Council complies with the code of practice, which requires us to agree a set of indicators to demonstrate that any borrowing is affordable, sustainable and prudent. To comply with the code, the Council must approve the indicators at the same time as it agrees the budget. The indicators including the limit on total borrowing are approved through the Treasury Management Strategy, taken separately to this report.

13.4 Minimum Revenue provision – method of calculation

13.4.1 By law, the Council is required to charge to its budget each year an amount for the repayment of debt. This is known as "minimum revenue provision" (MRP).

13.4.2 MHCLG Guidance issued requires full Council to approve an MRP Statement in advance of each year. Council will be asked to approve the MRP Statement as part of the Treasury Management Strategy.

13.4.3 The Government is consulting on the duty of local authorities to make prudent Minimum Revenue Provision each year. Where authorities borrow to finance capital spend, they are required under regulations to set aside money each year from their revenue account. This is referred to as Minimum Revenue Provision (MRP) and is to make sure they can afford to repay the principal of their debt.

13.4.4 Prudent MRP must be determined with respect to the authority's total capital financing requirement. The intention is to stop the intentional exclusion, by some authorities, of debt from the MRP determination because it relates to an investment asset or capital loan. The changes proposed will not impact on the Council.

14 SCHOOL FUNDING

14.1 Overview – How school funding works

14.1.1 Schools are funded from ring fenced grants, the most notable of which is the Dedicated Schools Grant (DSG). This funding cannot be used for any other Council function, and essentially schools operate within their own fund with any under or over expenditure being taken forward into future years.

14.1.2 The Government has announced indicative allocations for all blocks (Schools, High Needs, Early Years and Central Services for 2022/23.

14.1.3 As in previous years, the Council is able to transfer 0.5% of the Schools block allocation to the High Needs block with the agreement of the Schools Forum. Due to the pressures being experienced by the High Needs budget, Forum has agreed to this transfer for 2022/23. This transfer will equate to approximately £0.140m being transferred between blocks

14.1.4 A local authority must engage in open and transparent consultation with all maintained schools and academies in the area, as well as with its schools forum

about any proposed changes to the local funding formula including the method, principles and rules adopted. Whilst consultation must take place, the local authority is responsible for making the final decisions on the formula. In reality, the options are limited.

14.1.5 Schools have reserves they can call on, and the Council will work closely with any maintained school that is experiencing financial difficulty to draw up a recovery plan.

14.2 Allocations – funding received and allocated

DSG

14.2.1 The Schools Block allocation for Rutland is £28.182m compared to 2021/22 of £27.579m (an increase of £0.603m) equating to an increase of 2.2%. The National Funding Formula sets the Primary and Secondary units of funding for each authority based on the previous years census data and these are used to calculate the funding received by the authority for the following year.

14.2.2 The two units of funding for Rutland County Council for 2022/23 have been set as follows:

- Primary Unit of Funding is £4,487.63 (£4,376.23 in 2021/22)
- Secondary Unit of Funding is £5,525.00 (£5,415.00 in 2021/22)

14.2.3 The High Needs block allocation for 2022/23 is £4.722m compared to 2021/22 of £4.377m (an increase of £0.345m) equating to an increase of 7.9%. This funding has been adjusted for the latest information on the numbers of pupils being transferred between authorities.

14.2.4 The current level of spending on high needs is projected to be £5.1m in 2021/22, and continues to rise, and therefore the allocation for 2022/23 is likely to be insufficient to cover costs next year. The transfer of 0.5% from the schools block (approximately £0.141m) is for one year only and will automatically transfer back to the schools block the following year.

14.2.5 The Council is likely to be carrying a DSG deficit of c£1.05m by the end of March 2022, the Council do have a plan to address the issue, however, recouping this deficit will be a significant challenge without additional funding and may take some years to recover if it can be recovered at all. The Government has made it clear that the deficit is not the Council's to underwrite but has not explained how the deficit will be cleared if it cannot be recovered.

14.2.6 The Early Years block allocation for 2022/23 has been provisionally set as £1.811m based on an increase rate for 2 year old funding of £5.57 (£5.36 2021/22) and funding for 3 and 4 year olds of £4.61 (£4.48 2021/22). The Council are proposing individual rates paid over to nurseries as £5.57 for 2 year olds and £4.38 for 3 and four year olds.

14.2.7 The Central School Services block allocation is £0.184m for 2021/22 a slight increase (£0.01m) from the allocation in 2020/21. The Central School Services block pays for the following services:

- Admissions Services;

- Nationally agreed copyright licence fees; and

- The local authority statutory responsibilities (previously covered by the Education Services Grant) e.g. be strategic lead for education of children and young people.

Pupil Premium Grant (PPG)

The DfE have not yet published the pupil premium rates for 2022/23.

Universal Infant Free School Meals (UIFSM)

The DfE have not yet published the rates for 2022/23

15 CONSULTATION

15.1 The Council is required to consult on the budget as set out in Section 13 below and has met those requirements. Consultation for 22/23 included:

- Consideration by each of the Scrutiny Panels at special meetings in January;

- A survey for residents;

- Events in Uppingham and Oakham market where Councillors engaged with residents

- Consultation online, static displays at libraries and publicity through the local print and broadcast media through January.

15.2 Scrutiny Panel feedback

15.2.1 Scrutiny Panels met on 26th/27th January to discuss the budgets. There were no formal recommendations made by the Panels for Cabinet to consider. However various topics were discussed:

- Some Members queried whether the Council should create a new post to focus on Climate Change. The Portfolio Holder explained that the Council had approved a climate change motion and had no dedicated internal resource. One Member referenced using the resources in the community;

- Some Members supported the potential use of external support to help the Council's financial gap, others were less convinced of the need. The Portfolio Holder explained that further due diligence would be undertaken;

- Members acknowledged savings made to date, and welcomed the further work being done to generate more options which will be presented in due course. A few Members believed the Council should have done more already;

- Whilst the need to deliver savings was understood, Directors explained that there were a number of very important projects to be delivered alongside that work including developing the Local Plan, implementation of new Adult Social care charging reforms, preparing for Care Quality Commission inspection of adult social care and mobilising new contracts such as waste;

- Clarification was sought on how savings in Adult and Children Services had been achieved in practice and whether this exposed the Council to risk. Directors

explained that this was not the case but Council did have access to a contingency so could scale up resources if there was a need.

- There were individual questions around business rates, armed forces work, fees and charges, cabinet structure, market sustainability etc.

15.2.2 Full minutes of Scrutiny meetings are available on the Council website including details of questions asked outside of the meetings.

15.3 Survey

15.3.1 The Council received 161 responses to its Draft Budget survey. The full results are published in Appendix 8 including anonymised comments in response to a free text question about suggestions on how the Council could increase income, reduce costs or make savings to help balance the budget.

15.3.2 The principal aims of the survey were to gather information about residents knowledge and understanding about the Council's budget and their appetite for more information. With the future funding gap in mind, residents were also to contribute ideas for the Council to consider.

15.3.3 The key issues arising from the survey can be summarised as follows:

- Vast majority of residents believe they have a good understanding of the Council's financial position, how it spends its money and where it gets its funding;

- Answers to a question around appetite for more information (e.g. how set the budget etc) and what the Council controls or does not control suggest that when you go beyond the headline messages, there is less understanding of individual issues in some areas e.g. residents believe we are in control of staff pay increases when we are not;

- Most residents support a combination of council tax rises and savings to fill the gap rather than freezing council tax and going for larger service reductions but also the Council giving more support to those on lowest incomes; and

- The Council received good support for the principles that will drive its future budget deliberations.

15.3.4 In relation to individual comments, many topics were covered. There were three recurring themes around:

- The unfairness of funding and that the Council needed to escalate its lobbying on this and potentially involve residents more;

- The perception that the Council wastes money or overpays;

- There were comments around the viability of the Council and suggestions of merger or a return to Leicestershire.

15.3.5 There were also comments about individual services but there was not one particular service that received lots of comments.

15.4 In person engagement

15.4.1 The in person engagement in Oakham and Uppingham was undertaken by various Members. The Portfolio Holder with responsibility for Finance has summarised the feedback as follows:

"In addition to the on-line budget consultation, four face-to-face sessions were held with our residents allowing them to ask questions and talk to RCC Councillors in Uppinham and Oakham Market Places on market days. These events were communicated through the RCC website, social media, e-mail and 3 local radio interviews with the Portfolio Holder. The online consultation closes on 9th February.

More than 500 leaflets were handed directly to residents we talked to, some didn't take one as they had seen the on-line communication consequently I estimate we must have spoken to over 600 residents. Additionally, we spoke to many people who were visitors from outside Rutland who regularly attended the market and enjoyed making their visit a day out in our towns, many expressed a desire to live in our lovely county.

Rutland residents used the opportunity to discuss a wide range of issues with Councillors, pavements, broadband, hedges, doctors' surgeries and the state of Oakham High Street to name but a few topics. Many people commented that Rutland is a great place to bring up children with good quality of life and schooling in a safe community.

As far as the budget is concerned there were positive and negative comments, many compliments were received regarding the effective way we deliver Adults and Childrens Social Services, which is good news.

The area of greatest concern coming out in the face -to-face conversation was the disparity in the percentage of Council Tax Rutland must contribute to its overall income, in Rutland this is 80%, the average in other unitary authorities is 60% which many residents felt was grossly unfair and frustrating. Rutland County Council is obviously not happy with this fact and is already working with our MP to understand why this is and what might be done to rectify this imbalance. In light of consultation conversations and the strength of feeling demonstrated, we will escalate this further through the Leader and Deputy Leader to the MP".

15.5 Summary and next steps

15.5.1 The Portfolio Holder with responsibility for Finance has stated that the Council will now take time to consider its next steps in relation to its engagement objectives and how it will pick up the comments made in feedback received:

"Once the results of the on-line consultation have been fully digested and we have the full picture of what our residents understand regarding what the council can and cannot control financially, we will decide what next steps we need to take and what regular dialogue we need to have with our residents.

This was a useful exercise that allowed residents an in person forum in which to discuss a wide range of issues, not just the budget and the Council will consider holding more such 'Open' events in the future.

The message regarding unfair funding has been heard loudly and clearly and we have meetings with Minister and our MP to put our case forward shortly."

16 ALTERNATIVE OPTIONS

16.1 There are four key areas where the Council has choices: revenue savings/pressures, the capital programme, council tax funding and reserve levels. These are considered separately.

16.2 Revenue savings/pressures

16.2.1 Option 1 - In terms of revenue savings/pressures Members could approve all savings/pressures for consultation – this is the recommended option. Where savings have been put forward Officers are of the view that these are achievable without impacting on front line services. The budget includes service pressures most of which arise from a need to respond to statutory requirements and/or unavoidable circumstances such as demand and the need to make in year savings.

16.2.2 Option 2 - Members could reject all savings/pressures – this would mean that in those areas where savings have been put forward officers would revert back to original spending plans. In light of the future funding outlook this is not advisable. In terms of pressures, then where these are included to respond to statutory requirements, Officers would need to find alternative savings either before the budget was set or in-year; otherwise it is likely that the budget would be overspent. The rejection of all proposals is not recommended.

16.2.3 Option 3 - Members could approve savings/pressures with amendments. Members would need to be mindful of the financial implications of doing this on the overall financial position.

16.2.4 In light of the ongoing financial gap, the Council is also seeking approval for the Chief Executive/s151 Officer in consultation with the Portfolio Holder with responsibility for Finance to continue discussions with cost reduction consultants and spend up to £100k on a viable project (8.3.7). The Council can choose whether to proceed with this option or not. Failure to bring in external support may restrict ideas, in particular those which have been successful elsewhere and limit the Council's ability to deliver meaningful organisational change beyond varying the individual service offer.

16.3 Capital programme

16.3.1 The capital programme for 22/23 includes projects already approved by Cabinet/Council. Some additions/deletions are proposed and Members could choose whether to proceed or not with these.

16.4 Funding

16.4.1 The MTFP includes funding assumptions. The majority are based on the professional judgement of officers taking into consideration the settlement allocation and all other available information. The one key funding decision that Full Council has to make is around Council tax levels.

16.4.2 The budget assumes a 2% Council Tax increase with a further 2.99% precept for Adult Social Care effectively giving a rise of 4.99%. The impact of not making this decision is set out in Section 10. Given the financial gap already projected, Council is advised to consider the risks highlighted by the Section 151 Officer and the comments made in Section 3.

16.5 Reserve levels

16.5.1 As the Councils Section 151 Officer, I am recommending that the minimum General Fund reserve level is maintained at £3m. More detail is given in Section 9.1. Members could choose to set the recommended level at a different rate.

16.5.2 In terms of earmarked reserves, the Council is proposing some changes as per 9.2. Council could choose to take an alternative course of action.

17 FINANCIAL IMPLICATIONS

17.1 The budget as presented relies on a contribution from the General Fund and earmarked reserves totalling £6k.

18 LEGAL AND GOVERNANCE CONSIDERATIONS

18.1 The Council is on course to agree its budget and set its Council Tax for 2021/22 within the timetable required by statute and the constitution as per the table below.

Requirement	**Status**
Statutory requirements under Local Government Finance Act 1992:	
To levy and collect council tax	To be approved at Council in February 2022
To calculate budget requirements and levels of council tax	To be approved at Council in February 2022
To consult representatives of persons subject to non-domestic rates about proposals for expenditure	Covered in consultation (section 15)
To approve the budget and set Council Tax by 11th March in each year	To be approved at Council in February 2022
The Council is also required by the Local Authorities (Funds)(England) Regulations 1992 in exercise of the powers under section 99(3) of the Local Government Finance Act 1988, to make an estimate on 15 January of the amount of the deficit or surplus on the Collection Fund as at 31st March 2018. This report sets out an estimated figure.	Section 10.3
Statutory requirements under Local Government Act 2003:	

Requirement	Status
Under section 25 of the Local Government Act 2003 the Section 151 Officer is required to report to the Council on the robustness of the estimates made for the purpose of setting the Council Tax and the adequacy of the proposed financial reserves.	Section 11.6
Constitution	
The Council is required to consult on the budget for a minimum of 3 weeks.	Section 15 covers consultation plans.

19 EQUALITY IMPACT ASSESSMENT (EIA)

19.1 In the exercise of its functions, the Council must have due regard to the Council's duty to eliminate discrimination, to advance equality of opportunity for protected groups and to foster good relations between protected groups and others.

19.2 The Council has completed Equalities Impact Assessment (EIA) screening for all savings proposals and for the proposed tax increase. There are no proposals or decisions on specific courses of action that could have an impact on different groups of people and therefore full EIAs are not required. Some of the analysis relating to the Council tax increase is shown below:

Proposal
A Band D Council Tax increase of 4.99%, including the Adult Social Care Precept of 3% taking Band D Council Tax from £1,826.41 to £1,917.36 (Rutland County Council only). This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to Council Tax. The Council Tax rules in place that limit the extent of any Council Tax increases before a referendum is required, the limit for Rutland for 2022/23 is 4.99%.
Initial impact
This increase will be applied to all bands of council tax. This will impact on all residents who are eligible to pay Council Tax. The average increase cost per week on a Band D property is £1.75. Since Council Tax is applicable to all properties it is not considered that the increase targets any one particular group; rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular groups. By increasing Council tax, the Council is able to prevent further reductions in services to local residents and in so doing continue can mitigate adverse impacts facing individual households.

Actions take to mitigate impact
The risk is mitigated through various support offered: Local Council Tax Support, additional Hardship award, a Discretionary Fund and Advice. The Council operates a Local Council Tax Support scheme which offers up to 75% discount for those on low incomes – those that are eligible for the full discount will see an increase of just 44p per week. The Council will use its remaining hardship grant to apply up to £100 discount to most vulnerable residents at billing. On top of the 75% discount, the Council continues to offer further support to those who can demonstrate financial hardship. It has funds of £20k set aside and is prepared to increase this amount should the need arise. The Council also provides some budgeting and financial advice and has a contract with Citizens Advice Rutland to provide more specialist support if needed.

20 COMMUNITY SAFETY IMPLICATIONS

20.1 There are no community safety implications.

21 DATA PROTECTION

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

22 HEALTH AND WELLBEING IMPLICATIONS

22.1 There are no health and wellbeing implications.

23 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

23.1 The Council is required to set a balanced budget and agree the level of Council tax for 22/23.

23.2 The final budget is affordable within the context of the MTFP and only relies on a small contribution from reserves. The Council will aim to reduce any reliance on reserves in the medium term.

24 BACKGROUND PAPERS

24.1 There are no additional background papers to the report.

25 APPENDICES

Appendix 1	Medium Term Financial Plan
Appendix 2	Pressure / Savings
Appendix 3	Earmarked Reserves
Appendix 4	People Directorate budget 22/23
Appendix 5	Places Directorate budget 22/23

Appendix 6	Resources Directorate budget 22/23
Appendix 7	Capital
Appendix 8	Consultation

APPENDIX 1 – MEDIUM TERM FINANCIAL PLAN

	2021/22 Revised Budget £	2021/22 Q2 Forecast Outturn £	2022/23 Proposed £	2023/24 Proposed £	2024/25 Proposed £	2025/26 Proposed £	2026/27 Proposed £	2027/28 Proposed £
People	20,116,100	19,308,000	19,806,800	20,429,300	21,089,700	21,766,300	22,466,500	23,193,100
Places	14,799,700	14,528,000	14,701,000	15,140,500	15,843,000	15,844,700	16,194,200	16,552,600
Resources	7,184,200	7,053,000	7,667,200	7,775,300	7,834,200	7,956,300	8,081,300	8,269,000
Covid Position	218,100	(279,000)	0	0	0	0	0	0
Pay Inflation Contingency	100,000	280,000	673,600	1,023,600	1,377,000	1,736,000	2,097,300	2,464,500
Demand Led Contingency	273,900		428,500	872,200	1,333,600	1,806,600	2,295,000	2,799,800
Net Cost of Services	**42,692,000**	**40,890,000**	**43,277,100**	**45,240,900**	**47,477,500**	**49,109,900**	**51,134,300**	**53,279,000**
Capital financing and related items	(994,357)	(849,357)	(931,400)	(981,400)	(1,071,400)	(1,071,400)	(1,071,400)	(1,071,400)
Net spending	**41,697,643**	**40,040,643**	**42,345,700**	**44,259,500**	**46,406,100**	**48,038,500**	**50,062,900**	**52,207,600**
Other Income	(945,871)	(1,501,871)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)
New Homes Bonus	(518,178)	(518,178)	(461,300)	0	0	0	0	0
Better Care Fund	(2,705,500)	(2,705,500)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)
Social Care In Prisons	(74,128)	(74,128)	(74,100)	(74,100)	(74,100)	(74,100)	(74,100)	(74,100)
Rural Delivery Grant	(890,396)	(890,396)	(890,400)	(890,400)	(890,400)	(890,400)	(890,400)	(890,400)
Spending Power Adjustment	0		0	719,100	927,000	1,152,900	1,397,600	1,662,000
Retained Business Rates Funding*	(5,638,278)	(5,638,278)	(3,562,200)	(5,990,900)	(6,215,000)	(6,448,900)	(6,448,900)	(6,448,900)
Government funding subtotal	**(10,772,351)**	**(11,328,351)**	**(9,204,800)**	**(10,553,100)**	**(10,569,300)**	**(10,577,300)**	**(10,332,600)**	**(10,068,200)**
Council Tax/Social care precept	(28,585,226)	(28,585,226)	(30,292,100)	(31,424,600)	(32,597,600)	(33,812,800)	(35,071,400)	(36,375,100)
Collection fund Deficit/(Surplus)	160,000	160,000	(159,000)	0	0	0	0	0
Total available Resources	**(39,197,577)**	**(39,753,577)**	**(39,655,900)**	**(41,977,700)**	**(43,166,900)**	**(44,390,100)**	**(45,404,000)**	**(46,443,300)**
Earmarked Reserve*	(2,208,000)	(1,787,000)	(2,683,000)	(70,000)	0	0	0	0
Use of General Fund Balances	**292,066**	**(1,499,934)**	**6,800**	**2,211,800**	**3,239,200**	**3,648,400**	**4,658,900**	**5,764,300**
Balance brought forward	(11,509,805)	(11,509,805)	(11,464,739)	(11,459,139)	(9,247,339)	(6,008,139)	(2,359,739)	2,259,739
Local Plan	1,545,000	1,545,000	0	0	0	0	0	0
Balance carried forward	**(9,672,739)**	**(11,464,739)**	**(11,459,139)**	**(9,247,339)**	**(6,008,139)**	**(2,359,739)**	**2,259,739**	**8,063,461**

*The total business rates funding of £5.776m is made up if £3.562m shown as business rates funding and £2.134m shown in reserves. This is as a result of the timing differences in the accounting treatment of business rates.

APPENDIX 2 – PRESSURES / SAVINGS

The table below shows the detailed pressures split between different categories of pressures

	Resources £000	Places £000	People £000	Total £000	Comments
Demand Pressures					
Care Leavers	0	0	40	**40**	The service has seen a rise in the number of Care Leavers being supporting. The current number of Care Leavers is 41 compared to 34 in April a rise of 21%.
Health Funding	0	0	73	**73**	The Council has seen a number of cases where Health Funding has ceased in the year. There are regular review points and it is difficult to predict the outcome of the reviews.
Out of County Contributions (Daycare)	0	0	64	**64**	The number of out of county service users accessing the Council services has dropped out completely. In year this has been partially mitigated by staffing vacancies. These vacancies have been removed as part of the end to end Adults review saving.
Commissioned Transport	0	172	0	**172**	The Council has a statutory obligation to provide a Home to School transport service and cannot charge parents for this. The service have looked at all alternative models to seek to optimise costs. The service has advised based on current assumptions it will need an additional £172k to deliver the statutory school transport services, this is in line with the forecast for 21/22. The position was mitigated in 21/22 as an additional £100k budget was allocated due to inflated costs as a result of social distancing required on school transport.
Total Demand Pressures	**0**	**172**	**177**	**349**	
One Off Pressures					
Insurance retender	10	0	0	**10**	The Council has to re-tender its insurance contract which is c£340k pa. This is a specialist area and to ensure the Council gets best value from the contract it will require specialist support.
Interim Monitoring Officer	11	0	0	**11**	Additional costs of the Interim Monitoring Officer for 3 months.

	Resources £000	Places £000	People £000	Total £000	Comments
Civica – Revenues and Benefits system	30	0	0	**30**	Estimated costs of moving the system to a cloud based solution (still waiting for confirmation of costs) but this is an important element of the Council's cyber response plan. As per 5.1.18 additional Cyber funding is expected.
Highways Staffing	0	64	0	**64**	Additional costs of arrangements for covering maternity in the Highways team. Highways Manager £32k (Full time until August), Highways Engineer £32k (2 days per week for 12 months)
Waste Management		15	0	**15**	Compactor at the Householders Waste Recycling Centre is at end of life and requiring regular repairs. The replacement will form part of the Waste Contract Procurement and cost to replace not deemed feasible under the recent extensions.
Building Control		27		**27**	Report 180/2021 requested set up costs to join the Leicestershire Building Control Partnership as part of this report an additional £27k was approved to fund the set up costs associated with joining the partnership. The timing of this will be determined once all partners have approval to proceed. It is expected to be 22/23 but the may be some expenditure in 21/22. The budget will be reduced if this happens.
Places Senior Management	0	32	0	**32**	The Places Senior Management Structure has been revised and currently posts are filled by interims until permanent recruitment is completed and in post. It is likely that the interim arrangements will be in place for the first quarter in 22/23
Total One Off Pressures	**0**	**138**	**0**	**189**	
Funded Pressures					
Market Sustainability	0	0	92	**92**	The Council received an additional grant for Social Care Market Sustainability. The Government requires the Council to do some market place analysis to obtain future funding in 23/24.
Local Plan	0	139	0	**139**	Additional pressures as a result of not having a local plan. This pressure is funded from the local plan reserve and will fund the staffing requirements has per report 105/2021. There are already emerging pressures on the Local Plan budget.

	Resources £000	Places £000	People £000	Total £000	Comments
					Additional planning applications from significant developments such as Mallard Pass will mean additional resource will be needed. We will aim to negotiate a Planning Performance agreement to try and cover costs.
Total Funded Pressures	**0**	**139**	**92**	**231**	
Non-Demand Pressures					
Armed Forces Covenant	0	0	5	**5**	The original armed forces officer supports various district and one district has removed support. For 22/23, the Council does have grant to compensate for this, but at present this is not continuing beyond 22/23
Bank Fees	14	0	0	**14**	The Councils costs of processing card payments has increased and greater volume of transactions. The true pressure is £21k and has been partially mitigated by offsetting reduction in costs e.g. Cash Collection Contract. This process has increased efficiencies in the Finance and other areas e.g. CST. Savings had already been taken in these areas.
Educational Psychology Contract	0	0	85	**85**	Cabinet approved report 160/2021 for the rendering of this contract and the associated pressure.
Grounds Maintenance	0	10	0	**10**	Additional rural cut – this was required in 21/22 when an additional cut was commissioned in September based on road safety requirements. This pressure is expected to continue into 22/23.
Public Transport	0	50	0	**50**	Continuation of Subsidy for route 9 (Oakham to Stamford). Centrebus has advised it is not commercially viable to run this route. The Council are not able to stop routes presently as all committed resources must be maintained as part of the Bus Service Improvement Plan to maintain and improve provision. This is one of the conditions of new funding.
Waste	0	193	0	**193**	Increase in Tonnages and higher than expected inflation costs on waste disposal costs (£54k). The Council recognises that one of the keys to reducing cost is producing much less waste. Various

	Resources £000	Places £000	People £000	Total £000	Comments
					initiatives will be launched in early 2022. Cabinet approved report 143/2020 for the extension of all waste contracts, the additional costs for Biffa only applied from 22/23, this accounts for £139k of the pressure.
Climate Change Officer	0	45	0	**45**	Costs for a new Climate Change Officer. The Carbon Trust is completing a baseline assessment for the Council in the New Year. This post will consider our strategy and plans and determine where our interventions might be. One of the priorities will be to deliver a payback in the long term.
Other	11	25	16	**52**	Various small pressures. No Individual pressure above £10k.
Total non demand pressures	**25**	**323**	**106**	**454**	

The table below shows the detailed savings split between different categories of savings

	Resources £000	Places £000	People £000	Total £000	Comments
Budget Review Savings					
Extension to one off Savings	(73)	(60)	(23)	**(156)**	Extension to admin savings £41k, Public Rights of Way capitalisation £60k, £30k Revenues staffing and £25k Training budget reduction
Mobile Phones	(18)	0	0	**(18)**	The Council to look at a new mobile phone policy to reduce the number of contracts/handsets in use.
Computer Hardware	(15)	0	0	**(15)**	Reduce computer hardware
Printing	(5)	0	0	**(5)**	Further reduction to the printing budget. This change reflects current usage.
Childrens Offer Review	0	0	(300)	**(300)**	£174k of this has been delivered through reductions in service users. There is a risk that this element could be reversed if the Council see additional demand. The Childrens Team having been working differently with the aim of keeping families together (where

	Resources £000	Places £000	People £000	Total £000	Comments
					it is safe to do so) which has resulted in this saving being possible. The other £126k is as a result of vacant posts being removed from the structure.
Adults End to End Review	0	0	(400)	**(400)**	The saving has been delivered across various parts of the Adults service, including; • £48k is from removal of vacant posts; • £55k from delivering day care services differently; • £40k from Carers Support; and • £257k from demand led budgets. There is a risk that this element could be reversed if the Council see additional demand.
Community Prevention and Wellness Contract	0	0	(25)	**(25)**	Support to be prioritised for the most vulnerable and ease pressure on statutory services.
Cultural Offer	0	(10)	0	**(10)**	High level review of budgets reduced ahead of the wider options appraisal of how the service can be delivered differently.
Highways Capitalisation	0	(70)	0	**(70)**	As per 21/22 extra capitalisation of the highways works.
Registrars Fees	0	(5)	0	**(5)**	Review of expected income from fees and charges
Green Waste	0	(60)	0	**(60)**	Increase in green waste collection charge as per report 89/2021
Oakham Hopper	0	(8)	0	**(8)**	Additional savings to reflect full year impact of bringing the service in house. Total saving is £58k
Oakham Cemetery	0	(5)	0	**(5)**	Reduction of hours of staffing during the winter months.
Total Budget Review Savings	**(111)**	**(218)**	**(748)**	**(1,077)**	
Other Savings					
Adult Social Care Demand	0	0	(81)	**(81)**	Reflect changes in demand
Armed Forces Covenant	0	0	(12)	**(12)**	Additional one off grant to support service provision
Insurance Recharges	(30)	0	0	**(30)**	Amount of Policy recharged to Commercial Properties and schools has increased.

	Resources £000	**Places £000**	**People £000**	**Total £000**	**Comments**
Early Intervention	0	0	(46)	**(46)**	A new way of working has led to a vacant post being able to be removed from the structure
Digital Rutland	0	(22)	0	**(22)**	Change in delivery method of project due to the stage the project is at. 1 day consultant rather than dedicated project officer
Conservation Officer	0	(18)	0	**(18)**	Current conservation officer is retiring and the additional resource from the new Local Plan will be used to offset the loss of this post.
Other	(11)	(17)	0	**(28)**	Various small savings. No individual saving above £10k.
Total Budget Review Savings	**(111)**	**(60)**	**(748)**	**(919)**	

APPENDIX 3 – EARMARKED RESERVES

Reserve	Balance 31/03/21	Transfer (21/22 Budget Report 17/2021)	Usage/(Top Up) 21/22	Usage 22/23	Usage 23/24	Proposed Transfer 22/23	Uncommitted Reserve Balance
Public Health	(394,121)		100,000				(294,121)
Tourism	(31,136)						(31,136)
Better Care Fund	(954,100)		97,000	200,000			(657,100)
Commuted Sums	(437,379)		20,000	20,000			(397,379)
Developer Contributions	(4,753,455)		34,600				(4,718,855)
Local Plan	0		(1,545,000)				(1,545,000)
Oakham North	(3,212,524)						(3,212,524)
Total Ring Fenced Reserves	**(9,782,715)**	**0**	**(1,293,400)**	**220,000**	**0**	**0**	**(10,856,115)**
Invest to Save	(172,721)						(172,721)
Internal Audit	(20,000)	20,000					0
Training	(75,144)						(75,144)
Repairs	(341,000)						(341,000)
Highways	(493,438)	100,000	30,000	30,000	30,000		(303,438)
Brexit	(266,000)					266,000	0
Digital Rutland	(25,775)					25,775	0
National Non Domestic Rates	(2,772,850)			2,314,000			(458,850)
Social Care Reserve	(1,337,596)		200,000			(344,375)	(1,481,971)
Legal & Insurance	(180,000)	80,000					(100,000)
Welfare Reserve	(161,774)		40,000	40,000	40,000		(41,774)
Pressure Reserve	(475,000)	300,000	175,000				0
Ash Die Back	0	(500,000)					(500,000)
Budget Carry Forward	(647,900)		445,300			202,600	0
CST Improvements	0					(150,000)	(150,000)
Rutland Adult Learning	(40,000)						(40,000)
Covid	(1,488,100)		1,066,100	79,000			(343,000)
Neighbourhood Plans	(12,000)						(12,000)
Culture Reserve	(6,200)						(6,200)
Total Non-Ring-Fenced Reserve	**(8,515,498)**	**0**	**1,956,400**	**2,463,000**	**70,000**	**0**	**(4,026,098)**
Total Earmarked Reserves	**(18,298,213)**	**0**	**663,000**	**2,683,000**	**70,000**	**0**	**(14,882,213)**

APPENDIX 4 – PEOPLE DIRECTORATE 2022/23 BUDGET

Function	Restated Budget 2021/22	Pressures	Savings	Pay and Inflation	Transfers	Budget 2022/23
Public Health	52,200	0	(5,500)	1,800	4,000	52,500
BCF Programme Support	122,500	0	0	1,800	0	124,300
BCF Unified Prevention	438,800	0	0	(1,200)	(30,000)	407,600
BCF Holistic Management of Health & Wellbeing	909,200	0	0	(2,100)	30,000	937,100
BCF Hospital Flows	1,235,000	0	0	8,700	0	1,243,700
Adults and Health (Ringfenced)	**2,757,700**	**0**	**(5,500)**	**9,000**	**4,000**	**2,765,200**
Adults Directorate Management	740,300	0	0	20,200	0	760,500
Non BCF Contract & Procurement	465,300	91,600	(25,000)	13,000	(83,000)	461,900
ASC Community Inclusion	1,023,100	137,400	(48,400)	22,100	0	1,134,200
ASC Prevention & Safeguarding	149,400	(7,400)	(40,000)	12,200	(18,500)	95,700
ASC Prevention & Safeguarding - Staffing	278,300	0	0	8,400	(67,000)	219,700
ASC Housing	149,700	1,000	0	4,200	79,000	233,900
ASC Support & Review - Daycare	201,600	0	(55,000)	4,000	(46,600)	104,000
ASC Support & Review - Direct Payments	1,013,200	0	0	57,000	344,400	1,414,600
ASC Support & Review - Homecare	1,869,700	0	0	88,800	(42,900)	1,915,600
ASC Community Income	(380,000)	0	0	0	(45,000)	(425,000)
ASC Support & Review - Other	324,100	15,600	0	8,600	9,500	357,800
ASC Support & Review - Residential & Nursing	4,063,900	0	(331,500)	187,600	(199,900)	3,720,100
ASC Support & Review - Staffing	518,200	0	0	6,700	(72,900)	452,000
ASC Hospital & Reablement	467,600	0	(6,000)	16,400	138,900	616,900

Function	Restated Budget 2021/22	Pressures	Savings	Pay and Inflation	Transfers	Budget 2022/23
Adults and Health (Non Ringfenced)	**10,884,400**	**238,200**	**(505,900)**	**449,200**	**(4,000)**	**11,061,900**
Total Adult Services	**13,642,100**	**238,200**	**(5,478)**	**458,200**	**0**	**13,827,100**
Childrens Directorate Management	943,900	0	(6,800)	41,100	(152,500)	825,700
Business Intelligence	225,700	0	0	0	(225,700)	0
Safeguarding	351,500	0	0	10,400	0	361,900
Referral, Assessment and Intervention Service	256,400	0	(20,000)	4,500	0	240,900
Permanency and Protection Service	623,900	0	(74,900)	13,100	(48,700)	513,400
Fostering, Adoption and Care Leaver Service	1,934,500	40,000	(96,750)	37,600	48,700	1,964,050
Early Intervention - Targeted Intervention	1,164,400	0	(106,350)	30,300	0	1,088,350
Early Intervention - SEND & Inclusion	430,400	85,500	0	15,400	23,000	554,300
Early Intervention - Universal and Partnership	319,200	0	(53,300)	11,600	(23,000)	254,500
Schools & Early Years	175,400	0	(8,500)	12,200	0	179,100
Rutland Adult Learning & Skills Service (RALSS)	(4,900)	0	0	2,400	0	(2,500)
Total Childrens Services	**6,420,400**	**125,500**	**(366,600)**	**178,600**	**(378,200)**	**5,979,700**
Total People	**20,062,500**	**363,700**	**(372,078)**	**636,800**	**(378,200)**	**19,806,800**

APPENDIX 5 – PLACES DIRECTORATE 2022/23 BUDGET

Function	Restated Budget 2021/22	Pressures	Savings	Pay and Inflation	Transfers	Budget 2022/23
Directorate Management	388,200	32,000	0	1,300	0	421,500
Development Control	141,100	93,500	(17,800)	16,500	0	233,300
Drainage & Structures	169,900	0	0	3,400	0	173,300
Emergency Planning	35,900	0	0	700	0	36,600
Crime Prevention	115,500	0	0	1,400	0	116,900
Environmental Maintenance	1,343,000	10,000	(4,600)	49,900	19,800	1,418,100
Forestry Maintenance	105,500	0	0	2,200	0	107,700
Highways Capital Charges	1,828,400	0	0	0	0	1,828,400
Highways Management	270,700	108,800	(35,000)	17,300	0	361,800
Commissioned Transport	1,782,600	171,600	0	36,700	0	1,990,900
Lights Barriers Traffic Signals	147,200	0	0	6,600	0	153,800
Parking	(236,000)	0	0	6,700	1,500	(227,800)
Pool Cars & Car Hire	104,000	0	0	2,600	0	106,600
Public Protection	402,900	0	(1,000)	14,400	0	416,300
Public Rights of Way	92,900	0	(60,000)	1,800	0	34,700
Public Transport	751,100	50,000	(7,600)	40,700	0	834,200
Road Maintenance	366,600	0	(35,000)	7,800	0	339,400
Transport Management	369,800	0	0	14,700	0	384,500
Waste Management	2,831,600	207,500	(60,000)	97,000	(900)	3,075,200
Winter Maintenance	274,100	0	0	5,500	0	279,600
Planning Policy	324,100	45,200	0	6,200	0	375,500
Tourism	0	0	(500)	500	0	0
Health & Safety	39,900	0	0	1,600	0	41,500
Property Services	1,093,700	0	(9,300)	17,600	(7,100)	1,094,900
Building Control	18,000	0	(6,300)	3,500	0	15,200
Commercial & Industrial Properties	(272,600)	5,300	0	17,500	1,300	(248,500)
Economic Development	163,500	10,000	(21,900)	1,900	0	153,500
Culture & Registration Services	114,800	10,000	(5,200)	8,000	0	127,600
Libraries	478,000	0	(9,300)	5,200	(24,100)	449,800
Museum Services	418,100	0	0	7,200	10,400	435,700

Function	Restated Budget 2021/22	Pressures	Savings	Pay and Inflation	Transfers	Budget 2022/23
Sports & Leisure Services	166,000	0	0	5,700	(900)	170,800
Total Places	**13,828,500**	**743,900**	**(273,500)**	**402,100**	**0**	**14,701,000**

APPENDIX 6 – RESOURCES DIRECTORATE 2022/23 BUDGET

Function	Restated Budget 2021/22	Pressures	Savings	Pay and Inflation	Transfers	Budget 2022/23
Chief Executives Office	180,800	0	(3,800)	5,100	84,800	266,900
Directorate Management	308,100	11,100	(2,000)	2,700	0	319,900
Communications	192,700	0	0	(800)	0	191,900
Corporate Costs	161,000	7,500	0	4,000	0	172,500
Pensions	906,380	0	(1,600)	140,200	0	1,044,800
Audit Services	193,000	2,000	0	3,900	0	198,900
Insurance	271,000	10,000	(30,000)	7,200	0	258,200
Accountancy & Finance	630,100	14,000	(900)	12,200	0	655,400
Information Technology	1,519,900	0	(44,300)	32,300	0	1,507,900
Business Support Services	775,000	0	(6,900)	19,100	0	787,200
Members Services	289,000	0	(5,100)	5,800	0	289,700
Customer Services Team	184,100	1,000	(300)	(500)	0	184,300
Elections	122,600	0	0	1,300	0	123,900
Legal & Governance	573,900	0	(500)	9,100	0	582,500
Human Resources	477,320	0	(14,700)	3,080	0	465,700
Business Intelligence	0	0	0	(6,700)	225,700	219,000
Revenues & Benefits	362,900	30,000	(37,400)	3,000	0	358,500
Financial Support	40,000	0	(400)	400	0	40,000
Total Resources Directorate	**7,187,800**	**75,600**	**(147,900)**	**241,380**	**310,500**	**7,667,200**

APPENDIX 7 - CAPITAL PROGRAMME

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
Investment Properties	The capital project was to support commercial investments to generate income towards RCC current level of service delivery (Report 6/2018)	10,000	(10,000)	0	0	0	0	0
Schools Maintenance	The capital project is to address maintenance issues in maintained schools and to support the smooth transition to Academy Status (Report 184/2017)	36	0	36	16	0	20	36
Schools Capital Expansion Project – Catmose Project	The capital programme enables the local authority to meet its statutory obligation to provide sufficient secondary school places within Rutland (Report 38/2021)	5,400	0	5,400	3,380	1,500	520	5,400
Brightways Move (Expansion Project)	The capital project is to relocate Brightways from Catmose College. The project is part of the expansion project to create more school places within Rutland (Report 38/2021)	107	0	107	107	0	0	107
Highways Capital Projects	The highways capital project is for the permanent repair of carriageways, footways, surface dressing and bridges in Rutland (Report 65/2021)	2,660	0	2,660	2,660	0	0	2,660

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
Integrated Transport Block	The capital project is for the improvement of new transport schemes within Rutland (Report 25/2021)	1,207	0	1,207	515	450	242	1,207
Emergency Active Travel Project	The project is to support the installation of temporary projects for the COVID-19 pandemic (Ring Fenced Funding)	31	0	31	31	0	0	31
Oakham Town Centre	The capital project is to support the future generation of Oakham Town Centre (Report 19/2017)	428	(86)	342	342	0	0	342
St Eabbass Close	The capital project is to improve existing infrastructure at St Eabass Close, Ryhall. (Delegated Approval)	4	0	4	4	0	0	4
ITCP 2019/42 Barlethorpe Roundabout	The capital project is to provide a formal pedestrian crossing at the Barleythorpe roundabout. (Delegated Approval)	45	0	45	45	0	0	45
Future Maintenance Requirement	The project was to support the development of a robust programme of works and development of costs for future maintenance on operational properties. (Report 193/2018)	85	(85)	0	0	0	0	0
Devolved Formula Capital	The funding is passed directly to schools to use for capital improvements to buildings and other facilities. (Ring- fenced funding)	12	12	24	12	12	0	24

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
Disabled Facilities Grants	The project supports disabled people to live more independently and safely in their own homes by providing home adaptations. (Ring- fenced funding)	410	238	648	410	238	0	648
Changing Place at Active Rutland Hub	The project is to provide fully accessibility to the Day Opportunities Service at Active Rutland Hub (Budget Setting 21/22 & Partnership Board)	56	0	56	56	0	0	56
SEND	The project provides Rutland with the opportunity for additional local education places to improve outcomes for children and young people with Special Educational Needs and Disabilities (SEND) and assist them as they mature into independence. (Report 86/2018)	1,549	0	1,549	727	200	622	1,549
Sports Grants	The project allowed communities to bid for funds relating to sports, recreation, leisure and community facilities (Report 80/2015)	500	(82)	418	343	0	75	418
Greetham Community Centre	The project is to support with the Greetham Community Centre refurbishment (Delegated Approval)	28	0	28	28	0	0	28

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
Oakham Castle Restoration	Funding was awarded by heritage lottery, the project saw a 12th century curtain wall restored and improved, as well as works to the Great Hall. It also included a varied programme of events and family activities bringing alive the history of the castle. (Report 229/2014)	2,411	0	2,411	2,411	0	0	2,411
Library Home Delivery Services van	The funding will be used to purchase a mobile library for the home delivery service (Ring Fenced)	18	0	18	18	0	0	18
Digital Rutland Full Fibre	The project supports the connecting of homes and businesses within Rutland to a faster broadband (Report 159/2019)	2,229	0	2,229	2,229	0	0	2,229
Oakham C of E Car Park	The project will contribute towards the expansion of the disabled car parking areas at the school (Delegated Approval)	15	0	15	15	0	0	15
Great Casterton C of E Primary (S106)	The project is for extension works to provide wheelchair friendly access to a cloakroom and classroom. (Delegated Approval)	43	0	43	43	0	0	43
Ketton Centre	The project is to acquire the freehold of land that adjoins the Ketton Centre to provide	7	0	7	7	0	0	7

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
	additional parking spaces (Report 187/2019)							
SMSJ Fire Exit and Emergency Lighting	The project will contribute towards the fire exit and emergency lighting works needed at the school (Delegated Approval)	17	0	17	17	0	0	17
UCC Performing Arts Facilities	The project will contribute towards the purchase of tiered seating, that will improve the Performance of Arts Services (Delegated Approval)	9	0	9	9	0	0	9
Derwent Drive, Oakham	The affordable housing project is subject to Planning and the satisfactory funding agreement for Derwent Drive, Oakham (Report 133/2020)	80	0	80	0	0	80	80
Cottesmore Road, Uppingham	The affordable Housing project is subject to Planning and the satisfactory funding agreement for Cottesmore Road, Oakham (Report 133/2020)	50	0	50	0	0	50	50
Affordable Housing, Brooke Road, Oakham	The project is a grant award to Platform Housing Group for the development of the former allotments at Brooke Road, Oakham (Report 03/2021)	650	0	650	0	0	650	650
Oakham Enterprise Park - Unit 2 and 4	The capital project for Oakham Enterprise Park is to develop the site to maximise the return on the asset (Report 75/2019)	110	0	110	66	0	44	110

Project	Project Description	Total Project Budget at Q2	Approval Sought	Total Project Budget	Prior Year's Outturn	Estimated spend for 2022/23	Estimated Project Outturn for future years	Total Estimated Project Outturn
IT Projects	The allocation will support a number of IT capital projects within the council (Delegated Approval required)	103	0	103	64	39	0	103

APPENDIX 8 – CONSULTATION

UNDERSTANDING OF COUNCIL FINANCES

1 Rutland must set a balanced budget each year – the amount we spend on local services can't be greater than the total amount of money we get from the government, Council Tax, and fees and charges.

We have more funding this year but this alone is not enough to balance our budget. We've had to make savings of £1.2m because costs have gone up. We can't afford to run services in the same way and carry out new responsibilities given to councils by the government.

As we look to 2023/24 and beyond, we predict we will have a budget gap. In previous years, we've closed this kind of gap by making savings and using reserve funding (money we've saved in the bank for emergencies) but this is getting harder and harder to do. We must find other ways to make savings because of the financial pressure we are under.

Do you understand our current financial position?

I fully understand	122 (76.7%)
I understand some of this	29 (18.2%)
I don't understand it at all	8 (5%)

2 We don't have complete control over our budget. The law says there are services that we must provide and we have other duties we have to fulfil, like caring for adults and children. We must spend money to meet our responsibilities.

Around half of our budget each year is spent on caring for adults and children. We also need to spend money on road maintenance and waste/recycling services. We fund local transport, including school transport for children, and travel assistance for people with special educational needs and disabilities. We also fund street cleaning, grounds maintenance and community safety.

Did you know that this is where the council spends its funding?

Yes	131 (81.9%)
A bit	27 (16.9%)
Not at all	2 (1.3%)

3 Rutland County council has three main sources of funding which we use to run local services – money given to us by the government, fees and charges, and your council tax.

Rutland gets significantly less government funding per household (£329 less) than other councils with our same responsibilities. Because of this, we rely heavily on your council tax to fund local services.

The way councils in England are funded is unfair and particularly unfair on Rutland.

Do you understand where the Council's funding comes from?

Yes **145 (90.6%)**

A bit 12 (7.5%)

Not at all 3 (1.9%)

4 What else would you like to know about the Council's financial position and how we spend public money?

Nothing	24
How it sets its budget	47
How much Government funding it gets	54
How staff pay is decided	66
How much is spent on specific services	**84**
Other (please list)	25

5 Which of these things do you think is in the Council's control?

(tick box for each Yes - the Council controls, Partially – the Council has some control, No – the Council has no control)

	No control	**Partially Control**	**Controls**
Amount of funding we receive from Government	**108**	44	4
Council tax powers	8	**98**	49
Pay increases for staff	19	**71**	68
Employers national contribution rates	**130**	14	11

	No control	Partially Control	Controls
Amount we can ask people to contribute towards their care	43	**78**	29
Pension fund contributions	**80**	49	25
Housing benefit payments to pensioners	**79**	48	27
Concessionary travel reimbursements	27	**85**	44
Social care levy	53	**68**	28
Fees and charges	15	**72**	54
Amount paid to Schools	39	**85**	30
Apprenticeship levy	55	**74**	20

COUNCIL TAX

6 Do you understand why the council is proposing to raise council tax this year?

Yes **116 (73.4%)**

A bit 28 (17.7%)

Not at all 14 (8.9%)

7 What would you prefer the council did to balance its budget?

Freeze Council Tax for the next 5 years and reduce or cut services by 10-12%

24 (15.4%)

Go with the maximum council tax increases (5% in 22/23 and 3% thereafter – this is the current maximum) and reduce or cut services by 5-6%

77 (49.4%)

Go with 1% council tax increases every year and reduce or cut services by 8-9%

55 (35.3%)

8 Do you agree that the council should offer a further discount on council tax to the most financially vulnerable?

Yes	**91 (57.2%)**
Not sure	34 (21.4%)
No	34 (21.4%)

SAVINGS

9 We need you to understand the financial position we are in as we get ready to set our budget because we may need to make some hard decisions for 2023/24 about how much money we can spend on certain services and where we make savings.

How much do you now feel you understand about why the council must make total savings of almost £2.2m by 2023/24?

I understand the reasons	**120 (76.9%)**
I am not sure	24 (15.4%)
I do not understand the reasons at all	12 (7.7%)

10 The Council has listed some operating principles which will guide its future work? Which ones do you agree with?

	Disagree	Not sure	Agree
We will help our communities to do more for themselves	10	38	**107**
We will work with others who are better placed do certain things	10	28	**119**
We will fund initiatives that help to deliver long term savings	7	28	**121**
We will invest in assets (like our road network) to reduce future running costs, if possible	10	19	**129**
We will focus our services on those in greatest need of help and support	10	42	**108**
We will stop delivering services that don't help or support people in a meaningful way	9	30	**120**

	Disagree	Not sure	Agree
We will identify services that that can be run commercially (this means they make money to pay for themselves and break-even, at a minimum)	13	38	**107**
We will focus ring-fenced / grant funding on prevention	10	70	**74**
We will charge for services where we can	23	55	**79**
We will provide information, guidance, and advice to help people self-serve.	10	22	**123**

11 Do you have any other suggestions on how the Council could increase income, reduce costs or make savings to help us balance the budget?

Any salary over £50k, eliminate and redeploy Merge all council services with Leicestershire or Cambridgeshire. Close down Rutland Council. You give grants to people sending their children to private school, with overseas holidays. Identify waste. Stop assuming the public have an unlimited purse. We are all under pressure but can't just magic up maximum council tax increases.

Stop using Council tax money to fill staff pension pots for a start. Also review all staff roles within the council, including awarding higher than average pay increases. Getting better value for money for outside services. Making sure that department s communicate better for example the hedgerows near the park on Cold Overton road were cut twice in the space of three weeks total waste of money. I also wonder why the increase is so high when the council is getting more and more income from the new houses being built, when there is no extra infrastructure to pay for. I would like to see a full detailed expenditure list for every penny spent by council tax revenue, as we only see a rough guide to where it actually goes. This constant rise in council tax every year will eventually become untenable, as it needs to be replaced with a fairer tax not based on property values.

Continue to work from home and provide / maintain smaller premises to serve those that have no other option to visiting the council for a service. Sell services to local businesses - waste collection / tips acess for example. Sell advertisement space on council website to vetted / appropriate businesses. Apply for specific pots of grant funding you may be eligible for in terms of developing new solutions to services. Go fully digital! Dont over complicate accessing services. You cite investing in certain 'things' now so they are cheaper in the long term - this is vital!

Leisure and culture services account for the smallest share of the budget which is a huge shame! How can council spend 3 times more on waste collection services than on sport, culture and leisure?? If this sector doesn’t get financial support, the council will spend even more on medical, mental health and social care services in the future. There is no swimming pool in Oakham - the biggest town in the county! There is no police station

either. Why are people missing out on such essential services while paying one of highest council taxes in the country??

Don’t give up on getting your fair share from central government. Whilst savings are needed, the uk gov still needs to offer fair budgets. This should be publicly debated and pressure mounted on Alicia Kearns to support you.

No.. but this is a sleepy town with nothing for our youngsters to do.. lit areas and football goals for our children are needed !!!

1 We need to be lobbying Government constantly on the perceived unfairness vs other "like" Councils. 2 We need to be painstakingly stringent where budget increase proposals are concerned. Everyone wants more in their little patch. It mustn't be about who shouts loudest. Criteria are needed when setting individual/departmental budgets. The public needs much fuller information upon request; some may be able to offer more constructive suggestions. Budgeting is not easy. We know that.

Less funding on roads, and more funding on arts, culture and healthy travel. Whatever the budget situation, don't close the libraries! Healthy starts in life reduce the burden in later years, and don't pay an auditing company loads of money - release more newsletters telling your residents what the challenges are.

Unfortunately social care funding is a budget that has to be met by County councils but also a budget that care home operators can take advantage of. Close scrutiny of residential homes for vulnerable and how they actually spend their budgets should be given close attention.

I do not agree with the 3% increase on adult and social care. As taxpayers we are being taxed twice with the additional 1.25% NI from April. With the increase on council tax a band b property eg a 3 bed semi will be over £2k. How is this affordable for hard working taxpayers who aren't eligible for financial support?

Adult social services needs to be looked at as it seems to be consuming an ever increasing portion of the budget. Consideration should be given to whether RCC can continue in the long term as an independent entity. Perhaps it should be merged once more with Leicestershire so that economies of scale can be brought to bear.

rather not say what i think, as coucil messed me over and i still paying for their mess up

Keep up pressure for 5 yearly settlements and giving councils the opportunity to make, and keep, savings from year to year. Limits on amounts could be set ie no more than x% of y which does not need to be a whole budget area Also Central Government needs to positively examine the current (and failed) means of calculating central government grants in aid. There needs to be more opportunity for neighbouring council areas to co-operate on provision of some services eg waste disposal. one area, not necessarily a whole authority could provide the sites/disposal methods so that advantage may taken of "scale". Get rid of the 'its mine and you are not having any of it "attitude that is still stifling real progress and the honest appraisal of new thinking (blue sky if it must have a label).

Do not add to the Police budget when we have no policing in Oakham.

I suspect as a civic authority you have little idea about cost control or purchasing well. After all tax payers money is unlimited and you don't have any competition. We have only been here 6 years but you seem to be gritting the roads in a 3 year cycle, this in the long run has to be more expensive than tarmac. It also damages cars. Do you earn any money of the decent recycling we do? We are a fundamentally wealthy county so there should be relatively little demand on your social services and yet are you proud that our council tax is the highest is the UK!! It's cheaper to live in Mayfair. That cannot be right. There are few civic amenities to maintain and little demand. There are probably too many primary schools and not enough secondary. I really don't think I get value for money on my council tax at all. I appreciate the below inflation rise. But the tax is already far to high. Especially considering it comes out of already heavily taxed income.

Stronger lobbying of central government for better funding through our MP

Apply for levelling up funding to support capital spending. Actively apply for as much Government, Nation Heritage Lottery funding, Arts Council funding , National lottery funding, sports funding as possible. Lobby government and our MP for equality in government funding per capita. Provide core services at the best quality for the best negotiated price. Be creative in raising commercial revenue ie from property we own ie museum charge fees, visiting exhibition fees, commercial rent policies (ie rent increases every 2 years instead of. Encourage commercial businesses to come to Rutland.
Use capital reserves wisely to invest in our future.

Reduce costs by cutting out non essential staff and functions. Need to get rid of 'non jobs' and concentrate on key roles. Stop staff from working from home immediately.

Rutland county council building at Catmos should be sold! For all of the pandemic the offices have been closed. I am suggesting either move operations to the enterprise park or an amalgamation with Leicestershire . Rutland county council duplicate high salary chief administrative roles for the smallest county in England. We would Benefit being part of a larger council, financially and with better facilities. We don't even have access to a swimming pool! Which is a life saving facility for children to learn to swim. We are seeing maintenance of our roads ,pavements, street cleaning, grass verges all neglected. Bus services cut to only day time. Rutland has become an embarrassment! Look forward to hear your response.

Need to ensure government funding/income is not only maximised but also seek a fairer basis. Better decision making to prevent wasting large sums on major projects, St. George's barracks, and Structure Plan revision. These are large sums and very significant percentage of budget.

This remains the highest or one of the highest (depending on the criteria used) rated areas in the country. If lobbying the Government for fairer distribution is unsuccessful other means of reducing the burden will be needed . At a time of unprecedented increases in energy bills and the highest rate of general inflation for decades the Council needs to make economies wherever possible and be less sanguine about seeking the maximum increase possible.

Not sure what "prevention" means in Q10 above. In general, investing to reduce future costs (e.g. capital funding to reduce road maintenance) is good.

Provide residents with more information regarding refuse disposal. Stop charging for the removal of bulk items from homes. We pay our council tax for refuse disposal so why should we pay twice. Stop paying people to cut the grass and trim the road side. Yes we have had Covid but that did not prevent council workers from working outside in the fresh air. They have been payed in the past and not done the job. In general we are paying for services that we are supposed to receive and we do not see any of the benefits. Oakham looks a mess, rubbish left on the side of the road out of Oakham has been there for over three weeks. Police presence is absent, speeding cars on the by pass never dealt with. Holes in the roads are not being repaired. Get a grip with the Government to treat Rutland as an equal county and not make residents pay the 20% difference. In general we should become part of Leicestershire to reduce or tax. In general I have never felt more dissillusioned with Rutland County Council as I am now.

Sell council assets. Make quicker decisions. Ie stop wasting time. Dont agree to massive building projects without infrastructure as net net become cost centres. Work with eg Anglian Water to build a swimming pool. Get our MP to get extra funding from government. Seems a continuous failure of incumbents. Sort out paving on Baines Corner don't just tarmac .If you want to work with eg health providers fix trip hazards as a fall from a pensioner could result in council being sued !!

Why not re-merge with Leicester and also with South Kestevan to save all duplication of central expert roles and senior management?

The Council needs to debate and agree with the newly formed Integrated Care System to ensure that there is a fair distribution of NHS funding in LLR delivered to Rutland to provide care closer to home as Leicester General Hospital is closed and services moved to Leicester Royal and Glenfield.

Be more transparent Answer the question as to why council tax in Rutland per household is amongst the highest in England

None

These questions are absurdly vague to the point of being misleading. Of course, help people to help themselves, but this is not always appropriate. Charging depends on who, and how much. Funding long term initiatives depends on what they are. As ever, the whole way

RCC operates is via deception.

Why is it we have one of the most expensive council taxes in England yet the services provided are limited and not value

MP should lobby harder to ensure that per capita grant from government equates to other parts of the country - levelling up means that people in London (Westminster) should not have Council Tax lower than people in Rutland. Drive for efficiencies in some areas - merge school / public transport.

Partnership with upcycling projects to raise income from reuseable refuse.

Explain exactly why Rutland receives less funding than other counties and how we are lobbying government to change this.

Doesn't do email or text can we please communicate by letter
Stop outsourcing work, hire people instead if there is regular work. Same for the Christmas Market etc, ask for volunteers to help support it rather than paying an event planner.

No council tax increase at all. Ordinary people have to make do without pay rises. Merge all council functions with neighbouring authorities. Close down Rutland Council. Stop employing managers on huge salaries. Stop giving money away as grants to people who send children to private School. Imagine how that looks to other parts of the country.

Divest from fossil fuels as there will be losses long term to the council's pension funds and other investments

Too little detail provided to answer questions meaningfully. Eg " We will stop delivering services that don't help or support people in a meaningful way". How do you define helping people in a meaningful way? Does a cycle lane do this (only if done properly)? Does reducing carbon emissions do this?(yes).etc. The answers you get are meaningless because participants will respond differently depending how they interpret them. And you can interpret them any way you like where questions are vague.

Where is your money going? The local transport network is poor at best, roads are not repaired, maintenance or upgrades for properties are not completed well, nothing planned to help the environment. Rutland should never have been reestablished as an authority, all I gor my council tax is bin collection.

Reduce the chief executive and other execs pay. How can the RCC chief earn more than he PM? Stop wasting money on hair brained schemes. For example wilding of verges. People on more or less fixed incomes cannot be continually squeezed again and again to pay for RCC excesses. Get a grip and stop the waste, it’s what you are paid for! Having said all that it’s a forgone conclusion that regardless of any surveys you will do exactly what you want to do.

I think the Council does a remarkably good job in the light of government ineptitude and blindness to reality. We are fortunate.

Stop missing out on monies/income that you could have received and wasting money. I would like to understand the structure of RCC more.

At a time when inflation is going up and families are starting to feel the pinch maybe the council should consider reducing the tax increase for this year at list. Appreciate being able to comment but not really sure of the situation. Feel unable to make suggestions about savings. However, as the council Tax is so high I feel the services seem minimal already.

Merge with Leicestershire and get rid of officers/roles duplicated in the merger. Reduce the number of councillers and sell the council building. This retains Rutland as a county with services run as a merger rather than a 'take over' and significant savings in pay, pensions and other staff costs, Must spend within your income. Must not employ personnel on non core jobs. for example 'Principle Operations Manager' HR diversity
support.

Pay less to Leicestershire

Funding for preschool and playgroups and other organisations and institutions.
Road maintenance in Rutland is to a very high standard. Perhaps we might adopt a lesser standard and save money. Involve residents in a campaign to pressure central government to offer a financial settlement closer to the national average per household.

Reduce staff wages in some cases. The staff who run the front desk in the council offices should be paid less as the lunch breaks etc. get even longer. Make Rutland a 50 mph zone and all fines come back to Rutland. Cut down on some of the needless signs in the county so reducing the department that makes them. Maybe some of the street lights can be reduced as they do in Germany, thus reducing costs and helping light polution.

You put services out to tender, especially care, without caring about the level of support provided by private companies. You'll spend money looking into various options, without coming to a decision but doesn't matter your not spending your money but ours

I am unable to say because this form is far too generic, how can I answer sensibly a question like 'we will help our communities to do more for themselves' when I have no idea what you mean by that, what sort of things and to what degree? or 'We will stop delivering services that don't help or support people in a meaningful way' – who decides what is 'meaningful' and how do they make those choices? As for 'we will identify services that can be run commercially (this means they make money and break even, at a minimum) is just a leading question clearly designed so that most people will say they agree, but you fail to state how those 'commercialised' services will be run, if they will be floated on the stock market and have shareholders then their bottom line will be making money for their shareholders (those well off enough to buy shares), how, in the long term will this aid those less well off in our communities? Or do you mean to run some services commercially but still within the Council, thus keeping control of all the profits? If you want people to contribute and you truly want to listen as you say then you must do so in a way that allows people a proper voice.

Yes. Do a better job of getting our Govt grant increased to a fair level. Apply far more political pressure. Stop building houses to raise tax which just ruins Rutland to balance your budgets-which is totally crazy. Insist we have police on our streets for our police levy.

Balance the challenge of growth v sustainability. The absence of a Local Development Plan has left the county vulnerable to housing development which is not sustainable i.e insufficient infrastructure to support it & the developments are not environmentally friendly.

Yes I believe that employing 3 traffic wardens is a waste of time and is detrimental to the high street economy. Having traffic wardens who patrol Oakham in pairs, shows that this is completely wasteful, when obviously only one is actually needed. The way they patrol and the alacrity with which they ostentatiously note your number plate the minute you arrive, is extremely unwelcoming and does not set the right tone in terms of trying to attract visitors to the town. Moreover, we must return to two hour parking asap as currently one hour onstreet parking is a real disincentive to spending money here. Stamford has two hour on-street parking with a much better array of shops, so too Uppingham, but this is Rutland's County Town, so all efforts should be made to make Oakham the place where people want to come to eat, shop and be entertained (no possibility of the latter with the arts & culture budget as it is!).

Get back in touch with the local residents…….and all will become clear!!!!

Crypto

Stop laying blame with those vulnerable people/children/families who you make it sound are a drain to services and who, by providing what you should by law to, are the cause for such large expenditure. I'm actually quite disgusted by how this has all been worded. There has been no accountability throughout this survey. Just lots of its not our fault we've no money, and it's not fair. Stop wasting money. There's a good start for you. And do something about the difference in what the government gives Rutland vs other areas. Stop crying about how it's not fair and it's not your fault you make Rutlanders pay so much for their council tax in return for sub standard provisions. We're bored of the whining to be honest.

Sell the council buildings in Oakham

Look at your own wastage - are you operating as efficiently as you could be - i.e. expenses, wages , unnecessary spending on non essential items The questionnaire could benefit from a column headed Don't Know i.e. what does We will focus ring-fenced/grant funded on prevention mean !

I would really like to understand why Rutland is apparently treated 'less fairly' in government funding allocation than other comparable councils and what is being done to lobby - very strongly and loudly - for this to be changed. It would appear that remedying this could go a long way towards resolving deficit and reducing the amount of future increases required.

I'm not sure how to answer this question but would ask an item to be considered. The Hopper bus serving the Alsthorpe Road area was cut leaving at least eight people I know of who have lost out by these cuts. Would it be possible to re-instate that bus service

Look at staffing model/structure I.e get rid of the chief executive, there’s a DsPH for Leicestershire & Rutland, so why can other senior roles be shared. Reduce expenses for councillors, look at salary costs for senior roles. Utilise the voluntary sector, work with the community instead of against it.

1. Hold a referendum on increasing Council Tax by more than 5%.
2. Identify opportunities to obtain funding from specific Government funding pots (e.g. fund to increase safe cycling).
3. Work with other local authorities to deliver economies of scale through joint purchasing an/or joint provision of services.
4. Political pressure on Government to alter local authority funding model.

School transport, £2.468,000 - this is a luxury, whilst most families these days have cars or friends with cars where car share is an option. Home to school at nearly 1.2 million and post 16 transport at £124,000 doesn't seem appropriate. Those who can contribute to the cost of these services should be asked to do so. Especially given the exceptionally small £246,000 given towards mental health - I'm sure many families would prefer more money could be diverted to this over school transport.

Over a million pounds spent on corporate support - what exactly does this entail? £111,000 on pool cars - who is using this service and can they truly justify this cost, which is more than road safety and nearly as more as the carers payment or crime and disorder.

Rutland has a very poor sport and leisure provision, which could improve mental and physical health, fitness and provide employment.

Thank you!

I can only speak of my own experience with the RCC. I have been a general builder in Rutland for 35 years. I approached the council about repairing the church wall in Lyddington where I was born. Briefly a company from Leicester did the work and it was appalling. I complained to the person in charge but obviously nothing was done about it. I have since seen this company working at your offices.

Get a fairer share of the Government funds.

Council tax in Rutland is far too high in proportion to other counties. Something needs to be done about this and the proposed increase will drive people away from Rutland as it does not offer adequate services as it is Freeze pay rises for officers who get paid 1.5x the median pay rate. Re-merge core administrative duties with LCC to remove unnecessary duplication.

The Council must be careful not to focus too much attention on those who are financially vulnerable as this could ostracise others, making them feel ‘put upon’ which could drive people to move away, thus compounding the problems. Fairness is extremely important amongst all Rutland Residents.

Surely it is time Rutland was given a fair contribution from the government, how hard is our MP working on this problem. It is so unfair.

Try and get fair share of funds from government why do we get less

It seems like there may be too many staff in administrative roles in RCC so a productivity drive would seem appropriate. Extend the working week to 40 hours and review management structures to streamline the number of more expensive managers would increase efficiency and reduce the payroll cost.

A longer term approach to maintaining roads and street cleaning will lead to savings in the long term. The "leave it" or "don't clean it" approach will cost more in the long run as roads will need to be reconstructed due to break-up through not being looked after properly in the short term.

Look at opportunities to provide services jointly with neighbouring councils - economies of scale.

Consider proper scrutiny and joined-up thinking across departments / within departments. As a member of the public I see waste of money everywhere....e.g. last year some road painting (lines etc) was done on a small stretch of road in Uppingham, then, two weeks later that section was resurfaced!

I like many others are and have been on a small fixed income for may years. Every time the council demands (I use the word because they never ask) more tax we have, our spending power reduces accordingly. Remember, because of continuing inflation , may older people may be property rich but their income may be very low. Council tax should be

based on number of working adults per household and not the value of he property. This way, council income and spending per person could level the responsibility.

I have several questions for you:
1. Why are you so generous with pensions?
2. Why is the Chief Executive paid a ridiculous amount of money (too much)?
3. Why does Rutland only get 60% of funding compared to 80% nationally? May be Mr. Hemsley should change political sides or better still, resign after the St Georges costly fiasco which we are all paying. Mr Hemsley vanity project.
4. Your IT expenditure: £25,500 a week, may I ask why?

Better policy communication. Significant transport improvement pressure on network rail to sort the level crossing

Rutland is too small in terms of number of residents to fund all the the services Councils are obliged to provide and the salaries and benefits if those who manage the services. I was surprised that RCC is advertising for a Complience Officer at a salary of circa £70k - how many other high salary managers is the council obliged to employ because it is a unitary authority? What can the council do to lobby Central Government in order to receive funding at the same level as other councils?

By outsourcing services the Council may find they are paying more overall to contractors. The Council is too small for departments to become Traded Services - this has not worked very well with Leicestershire CC. The Council need to ensure it has an efficient and effective workforce and work collaboratively with other Councils in certain areas

There has to be other ways, nearly £2000 per year for a D rate property even with 25% discount for single occupancy on a pension is extortionate, as many are just above the bracket for extra help, which never seems to be considered, pensioners have been hit hard enough this year

As we are new to the county, suggestions are thin on the ground but we do have questions. I realise this is not the forum for those questions, however, could it be explained why Rutland is the most expensive county in England and why does Rutland receive less government funding than other comparable counties? We are tenants not property owners - and yet still responsible for council tax, water and sewerage , which in other countries are not the tenants' responsibilty. Given the current energy price hikes and the obvious increases yet be announced regarding water and sewerage for example, the estimated CT increase of at least £100 per month will have a very unpleasant impact and put us and I'm sure many other families in Rutland into dire straits un-necessarily. The small village we live in has no facilities aside from the telephone box with defibrillator, the recycling center and the garage on the A47. Perhaps one suggestion could be : the smaller villages - especially those with no facilities - have a lesser CT increase than the larger ones? Thank you.

Spend less money on traffic wardens! Scrap the Covid marshals and stop paying to keep a huge amount of space for Covid testing! As we all know it’s a waste of money! Sort the roads out! People’s cars are being destroyed! Then they can’t afford to live as all their money goes on fixing the vehicles!

Seem to be doing a good job.
Study the leaflet 50 ways to save Examples of sensible savings in local government

Department for Communities and Local Government

Use common sense and apply joined up thinking.

Charge less for parking which would encourage more people to come to oakham instead elsewhere. Also sort out public baths for locals to use.

Be more transparent about what can and can't be afforded. Speak to rutland residents like adults. Be more trustworthy. Don't carry out expensive assessment work if you have no intention of delivering something (eg pedestrian crossing in Langham).

I completely disagree with Rutland residents paying Council Tax higher than most of the country. Where the council can't provide services then alternative sources should be found…we as residents do not deserve an attitude where you will do the minimum and serve the needy and everyone else pays and gets nothing. You have the responsibility to provide services to the county and it's not acceptable to say you are cutting back…it's a problem for you to solve not us, it is what you are paid to do and if you can't do it properly then you should let someone else do the job.

With all these new developments around Oakham this is obviously bringing in a lot more council tax, how can we continue to have a shortfall even with this added income? The developers and the residents have been paying for the management of the estates for a number of years so surely the council must be making money.

Keep tighter reigns on social services monies. They seem to have an endless pot of money that is replenished when ever they want.

Consider more carefully before entering into grandiose vanity projects like the enterprise park at Ashwell. Is this a profit making enterprise? Is this the sort of project a small county like Rutland should be involved in?

Be more open about expenditure e.g. the new local plan - nothing to show for it except the countless hours expended by volunteers. Whatever happened to the neighbourhood plan and its report? I believe that the paid facilitator received about £35k (apologies if I have this wrong) and we have nothing to show for it except, again the time and effort expended by local volunteers, So much wasted effort and so much cynicism and disillusionment!

How much is wasted on the fees for consultants and so-called experts, frequently resulting in no action on their reports, as above?

Make developers pay upfront, and far more, for all infrastructure improvements involved to developing green field sites and increase charges to help pay for the new facilities, e.g. medical centre, schools.

Get rid of the Council offices and move to a cheaper to run, smaller more efficient building with more staff working in a hybrid fashion - part home working and part office based; having fixed days in office for meetings so that two or more departments could use the same space - hot desking . Surely, if the pandemic has taught us nothing else, it has taught us that this is a feasible solution. Do you really need to employ a consultant to work this out?
Infuriating is to see the traffic enforcement officers (formerly traffic wardens) leisurely strolling round the town, often in pairs, or chatting on street corners. Why not give them

additional duties, e.g. asking motorists to turn off their engines when stationary, thus helping to reduce pollution. Taking a longer view, this might help to reduce the need for social care as fewer people will have chest related illnesses. Perhaps a change to the bye-laws is needed?

Finally providing food caddies - a short term cost for a long term gain. Landfill requirements would be reduced. Either the Council, or preferably, a private contractor could either collect and compost this waste or use it to generate power.
I am just one Council Tax payer in Rutland and difficult times require innovative solutions, with the use of as few expensive consultants and so-called experts as possible.

buy in more services from neighbouring authorities where thids is cheaper

Don't cut the grass in communal areas (ie the park) when cutting is not required (ie when in drought periods) or when raining, as the later is a waste of money as it can not be cut properly. Also sweeping of the roads in summer, not necessary but not done in late Autumn when required because of fallen leaves.

What are you doing with all the extra revenue you are getting from all the new houses that are being built?

Please STOP overbuilding, you are spoiling a beautiful market town.

Please re-open the swimming pool. Many people of all ages use that pool, it is a waste to leave it closed. A new leisure centre is being proposed, how can you think to propose that when you are short of money and where would it be built, there are not going to be any green fields left. At least use the present one and not waste resources we already have.

Empty shops - make landlords drop their rent if the premises are empty for longer than 3 months. Also do not give them any reductions for their property being empty. Landlords should be made to keep the outside of their premises in good repair.

The lamp standards especially on Glen Drive are a disgrace and need painting, surely not such a difficult task to complete.

I am not sure how much the Council can influence the Medical Centre situation, but something urgent needs to be done. We have lost so many good doctors - why? The system is appalling, it doesn't work, and where are the doctors?

Thankyou for the Christmas lights that you extended down Mill Street, it was very festive and a joy to see.

The town is clean and well looked after, the market is great and whilst things have to change for very good reasons at times , please don't change to changing sake. Small is beautiful and the town is friendly and people are helpful, too large and it will loose its personality.

ENDS