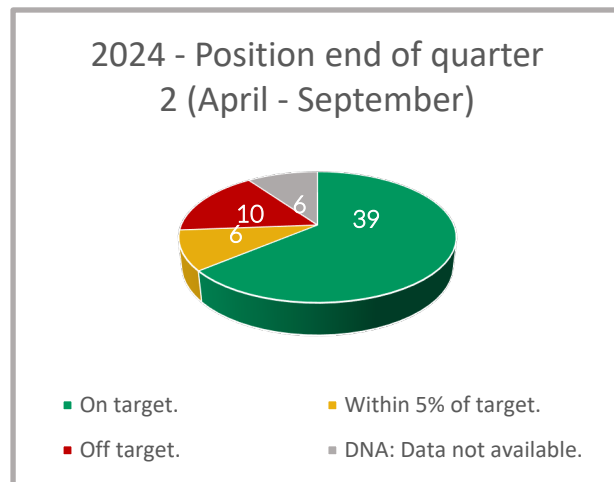


Chief Executive Summary

Welcome to the midyear performance report for our refreshed Corporate Strategy which began in April 2024. The report sets out how we are progressing against our strategic priorities which are outlined within the Delivery Plan and tracked through our Performance Framework. Since the last report we have continued to make positive progress on a range of key service developments, examples include:

- Progressing a new Local Plan and preparing for Reg 19 consultation, which launched during October.
- Implementing a new waste and recycling campaign for the County and continuing our preparations for the introduction of mandated food waste collections.
- Supporting a county-wide resident survey on healthy weight and food, which resulted in more than 2,000 responses, the findings of which will help health professionals offer targeted support around weight loss and healthy eating.
- Developing a Bus Service Improvement Plan and proposals to introduce County-wide trial of Demand Responsive Transport (DRT).
- Developing our fostering information to recruit much needed foster carers, this included new social media channels and the launch of new 'Everything' fostering film.

There is much more going on as we continue to focus on moving forward our actions as set out in the Delivery Plan. We await the Autumn budget announcement at the end of October and what this will mean for Rutland County Council and our financial health and what, if any, additional actions we may need to take. Whatever these may be, we will continue to work tirelessly in delivering good services which make a difference to the lives of our residents.



Performance Framework - Progress against our targets:

The performance framework has been revised to reflect our new strategic priorities and captures the most pertinent indicators for reporting corporately. At the midpoint of the year progress continues to look positive with performance in some key areas remaining strong. Some examples include:

- 1.5: Data for quarter one (April to June) for the levels of waste sent for recycling is now available and shows that recycling levels are currently 2% higher than the target.
- 2.10: The number of people killed or seriously injured on Rutland roads is down significantly on levels in 2022 and 2023 based on the year-to-date position at the end of July.
- 2.12: The condition of A roads in the County is at 77% following the latest survey in May, 7% above target.
- 2.15: Category 1 highway defects which are repaired in 7 days remains at 100% with all 204 reports repaired in timescales.
- 3.9: Children in need of protection who are seen in timescale remains at 100%.

There has been little change to the volume of indicators which are off target, with a marginal increase from 17% to 18% of indicators off target where data is available. Those areas off target remain those areas which are known national pressures including affordable housing and provision for children with Special Educational Needs and or Disabilities (SEND). Examples include:

- 2.6: Number of new homes being built that meets assessed need has increased, however it is unlikely, owing to market forces, that this target will be achieved during this reporting year.
- 3.3: The number of Education Health and Care Plans (EHCP) issued within the statutory 20-week timescale remains significantly below target, but performance has improved since the end of June, up 8%. The main reasons for this performance are; delays in responses to consultations from schools; delays in advice from Educational Psychologists; delays in Health advice and availability of SEND case officers. The service continues to focus on ensuring that plans are of the highest quality and a new reporting process is being introduced to quickly identify pinch points and prevent delays, where these delays are within the control of the Council SEND team.
- 3.7: The percentage of children placed in permanent care arrangements is below target owing to a higher number of very young children with plans for adoption awaiting court approval. While these children are not currently permanently placed, they have clear plans for permanent placement following court endorsement.
- 3.18: The numbers in temporary accommodation remain above target owing to increased demand and a lack of affordable and social housing. However we have approved planning and allocated £1m in funding to affordable developments being built currently. These new sites will be allocated to a mix of not only those in temporary accommodation but also those on the housing register.

Since the last report we have continued to progress the introduction of PowerBI as the main tool for Council performance and data management. We have recently developed a new contextual dashboard utilising publicly available data across 31 key metrics for local authorities, including social care, highways and waste etc. The dashboard compares the Council with other Councils nationally and with our nearest neighbours as identified by Chartered Institute of Public Finance and Accountancy (CIPFA). There are 16 CIPFA nearest neighbours for comparison within the contextual dashboard and of the 31 indicators Rutland is currently ranked first for performance in 26% of them.

Delivery Plan Progress

Progress against the delivery plan is rated based on confidence levels from low to high. This reflects the actions as programmes of work, rather than individual actions. Overall progress is positive. Of the 29 actions 20 are rated as high, six medium and only three where confidence of delivery is rated as low, these are:

- 2.4: Securing affordable housing - pressures owing to market conditions and the management of affordable housing estate.
- 2.7: Reviewing our heritage offer and providing a viable and cost-effective offer.
- 3.3: A new fostering recruitment strategy has been implemented and an awareness campaign launched but we are yet to see an impact of this and the level of foster caring availability in the County remains low.

The next performance report is scheduled for February 2025.



Mark Andrews
Chief Executive

The Council performance framework is made up of 61 key performance indicators (KPIs) set against the four priorities within our refreshed Corporate Strategy which began in April 2024. Performance is rated using a RAG status as follows:

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

For targets which are collected annually, or are longer term targets such as public health targets, the most recent available data is reported for performance purposes. Where performance data for the quarter performance is rated with a RAG rating this is based on the latest data position available.

Corporate Strategy: Performance Framework 2024-2026

Priority	KPI ref	Directorate	Indicator	Objective	Aim	Frequency	Target	Quarter 1 - end of Jun position	Quarter 2 - end of Sept position	RAG	Commentary
Tackling the climate emergency	1.1	Places	Carbon levels of the County, <i>using Scatter Tool</i>	1.1	Reduce	Annual	Baseline year	DNA	DNA		No update available. The assessment will be completed as part of a position statement in the Sustainability strategy development in 2025.
	1.2	Places	Carbon levels of the Council.	1.1	Reduce	Annual	<7563 tCO ₂ e	DNA	DNA		No update available until re-assessed. This work will be completed as part of a position statement in the Sustainability strategy development in 2025.
	1.3	Places	Biodiversity net gain in the County, achieved through the Planning process.	1.2	Increase	Annual	15%	DNA	10%		Local Plan policy is now to deliver at least 10%. Future monitoring will need to be done through planning applications.

Tackling the climate emergency	1.4	Places	Volume of residual household waste.	1.3	Increase	Quarterly	550kg	141.59	DNA	This indicator is cumulative and will increase as the year progresses. Note - this is a statutory indicator published by DEFRA a quarter in arrears. Therefore this indicator and its RAG rating is based on the data for Q1 which has now been received.
Tackling the climate emergency	1.5	Places	Percentage of waste sent for recycling.	1.3	Increase	Quarterly	53%	55%	DNA	This is a statutory indicator published by DEFRA a quarter in arrears. Therefore this indicator and its RAG rating is based on the data for Q1 which has now been received. This is a cumulative indicator and will fluctuate as the year progresses. However performance so far is good.
Tackling the climate emergency	1.6	Places	Percentage of quality of recycling collected.	1.3	Increase	Quarterly	88%	82%	83%	Since changing recycling contractors in April 2024 there has been an increase in reported contamination. We have worked closely with the contractor to establish why this might be. Contamination levels are now decreasing as sampling methodology becomes established. We are also working on a comms campaign to ensure residents know which items can be correctly placed in the recycling bins.

	Tackling the climate emergency	1.7	Places	Number of passengers using bus services.	1.4	Increase	Monthly	150,000	48,176	90,651		An error in quarter 1 data return showed 15k, the actual figure was 46k. Figure as of end of September shows performance on target.
	A diverse and sustainable local economy	2.1	Places	Shortfall between weekly full-time median wage earned and median wage of jobs in Rutland.	2.1	Reduce	Annual	<£21	DNA	DNA		Data reported annually, next expected update April 2025.
	A diverse and sustainable local economy	2.2	Places	The GVA (economy value) - professional, scientific and technical sector.	2.1	Increase	Annual	1% (33.3m)	DNA	DNA		Data reported annually, next expected update April 2025.
	A diverse and sustainable local economy	2.3	Places	The GVA (economy value) - arts, entertainment & recreation.	2.1	Increase	Annual	1% (19.19m)	DNA	DNA		Data reported annually, next expected update April 2025.
	A diverse and sustainable local economy	2.4	People Childrens	Number of places allocated to subsidised adult learning programmes (academic year).	2.1	Increase	Monthly	>260	866	178		Our service runs in academic years so this reflects the first half term of data. This will be a cumulative figure all the way until August 2025.
	A diverse and sustainable local economy	2.5	People Childrens	Percentage of young people NEET or education unknown.	2.1	Reduce or maintain	Monthly	<3%	0.3%	0.3%		NEET figures remain low in Rutland and these will be monitored throughout the academic year.

A diverse and sustainable local economy	2.6	Places	Number of net homes built meeting assessed housing need.	2.3	Increase	Quarterly	123	18	54		Significant improvement in performance due to progress with housing sites under construction however likely to fall short of target for the year owing to national market forces.
A diverse and sustainable local economy	2.7	Places	Four year housing supply.	2.3	Maintain	Annual	4 years	7.7	7.7		Annual figure, will need to be reviewed when new NPPF is published.
A diverse and sustainable local economy	2.8	Places	Number of affordable homes.(cumulative)	2.3	Increase	Monthly	23	4	11		Significant improvement in performance due to progress with housing sites under construction.
A diverse and sustainable local economy	2.9	People Adults	Numbers presenting homeless from the previous year.	2.3	Reduce	Monthly	224	57	119		Quite a large increase in presentations in the month of September. A higher number of asked to leave by family member/s.
A diverse and sustainable local economy	2.10	Places	Number of people killed or seriously injured in road traffic accidents.	2.4	Reduce	Quarterly	<23	DNA	1		This figure is the total year to date up to the end of July. This figure is significantly below last year and 2023.
A diverse and sustainable local economy	2.11	Places	Highways - Percentage of H1&2 footways (primary and secondary walking routes) graded 1-3. (Rolling 2 year average)	2.4	Maintain	Annual	93%	92%	92.6%		Results from GAIST survey, August 2024.

A diverse and sustainable local economy	2.12	Places	Percentage of A roads in good condition.	2.4	Maintain	Annual	74%	70%	77%	Results from SCANNER survey, May 2024.
A diverse and sustainable local economy	2.13	Places	Percentage of B roads in good condition.	2.4	Maintain	Annual	72%	88%	83%	Results from SCANNER survey, May 2024.
A diverse and sustainable local economy	2.14	Places	Percentage of C roads in good condition.	2.4	Maintain	Annual	72%	78%	73%	Results from SCANNER survey, May 2024.
A diverse and sustainable local economy	2.15	Places	Highways - Percentage of Category 1 defects repaired in 7 working days	2.4	Maintain	Quarterly	98%	100%	100%	New highway contract performance good and all 204 orders repaired within timescale.
A diverse and sustainable local economy	2.16	Places	Number of inspections achieving grade A or B for litter and detritus.	2.4	Increase	Quarterly	55%	74.7%	80%	90 inspections have taken place so far in 2024/25.
A diverse and sustainable local economy	2.17	Places	Number of fly tipping incidents.	2.4	Reduce	Quarterly	<200	30	87	This figure is cumulative and will increase as the year progresses. So far, performance is good with number of fly tips remaining relatively low.

	A diverse and sustainable local economy	2.18	Places	Unitary Authority crime levels (total recorded offences)	2.4	Reduce or maintain	Quarterly	Top 5	1st	1st		Rate is 41.95 per '000 of population.
	Support the most vulnerable	3.1	People Childrens	The percentage of Rutland resident SEND children educated in county.	3.1	Increase	Quarterly	65%	60%	57%		Post 16 education accounts for a large proportion of the 43% of children who are educated out of County. As there is currently only one post 16 provider a large proportion of children are required to travel out of County to access post 16 provision.
	Support the most vulnerable	3.2	People Childrens	% of Annual Reviews completed for EHCPs in timescale.	3.1	Increase	Quarterly	90%	83%	84%		Annual reviews are arranged by the school and the Council SEND team provides the list of dates that the reviews must be held by to schools. Of the 16% out of timescale the large majority, 64%, is due to school arrangements with a further 19% is due to parent unable to make dates.

Support the most vulnerable	3.3	People Childrens	Percentage of Education Health & Care Assessment 20 week timescales. (Jan-Dec)	3.1	Increase	Monthly						There have been 57 EHCP assessments in total this calendar year with 26% of cases assessed within timescale, not including those exception cases as referred to in the SEND Code of Practice. There has been a marginal improvement in the last quarter with 33% completed on time. For those out of timescale the main reasons include delays from schools in responses to consultations for places, late assessment advice i.e. educational psychology and health and SEND case officer availability. Whilst our focus is on ensuring all assessments are of the highest quality before issuing plans a new reporting system is being introduced to understand pinch points in the system for delays and to ensure these are responded to, where this can be influenced by the Council.
Support the most vulnerable	3.4	Public Health	Healthy life expectancy for males from birth.	3.2	Achieve	Annual	63.1	74.7	74.7			
Support the most vulnerable	3.5	Public Health	Healthy life expectancy for females from birth.	3.2	Achieve	Annual	63.9	66.8	66.8			
Support the most vulnerable	3.6	Places	Percentage of adults who are active (150 mins week) (Active lives survey). (Annual)	3.2	Increase	Annual	65%	77%	77%			

Support the most vulnerable	3.7	People Childrens	Percentage of children placed in permanent care arrangements.	3.3	Maintain or increase	Monthly	75%	59%	57%		While this is below target the reason for this is that we have a higher number of very young children with plans for adoption awaiting court approval. While these children are not currently permanently placed they have clear plans for permanent placement following court endorsement.
Support the most vulnerable	3.8	People Childrens	Percentage of children in need seen in timescales.	3.3	Increase	Monthly	90%	84%	84%		Q1 figure amended down to 84% from 90%. This performance has remained stable with all children and families seen as required- there are some families who declined assessment which has impacted on the performance.
Support the most vulnerable	3.9	People Childrens	Percentage of children in need of protection seen in timescales.	3.3	Increase	Monthly	90%	100%	100%		
Support the most vulnerable	3.10	People Childrens	Percentage of care leavers who are in education, employment, or training.	3.3	Increase	Monthly	80%	72%	74%		This is an ambitious target with the England average being 56%, while we remain above this we still have ambitions to reach beyond this target for our children- we are working with all care leavers to ensure they are given the right support to be in education, employment or training when their individual circumstances allow for this.
Support the most vulnerable	3.11	People Childrens	Percentage care leavers are kept in touch with.	3.3	Maintain or increase	Monthly	80%	100%	100%		

Support the most vulnerable	3.12	People Childrens	Percentage of families reporting that Childrens support services are helpful.	3.3	Increase	Monthly	80%	100%	86%		
Support the most vulnerable	3.13	People Childrens	Percentage of children receiving family support closing with their needs met.	3.3	Increase	Monthly	70%	100%	58%		This figure include families who have declined consent to work with us and who did not feel they required this level of service. This data also includes those that have moved out of the area or whose needs have increased required a statutory service which has reduced the level of performance.
Support the most vulnerable	3.14	People Adults	Reablement effectiveness (% clients not receiving long-term support following reablement).	3.4	Increase	Monthly	84%	89%	86%		Whilst we have met the target in this category, we usually achieve well over the target. The reablement service are focussed on providing opportunity for a wide group of people including for those who may only have a benchmark potential for improved independence. Therefore, on occasion, people do require ongoing care at a non reduced level.
Support the most vulnerable	3.15	People Adults	Percentage of people discharged from hospital into reablement / rehabilitation services who are still in their own home 91 days after discharge.	3.4	Increase	Monthly	90%	92%	96%		

Support the most vulnerable	3.16	People Adults	Percentage of those using Adult Social Care reporting that services make them feel safe and secure.	3.4	Increase	Quarterly	90%	90%	100%	
	3.17	People Adults	Proportion of people who use services who have control over their daily life.	3.4	Increase	Annual	85%	84.9%	88%	
	3.18	People Adults	Numbers in temporary accommodation. (rolling average)	3.4	Reduce	Monthly	6	15	17	This continues to be a pressure due to lack of affordable housing in the County and little social housing stock turn over including new builds. More clients needing temporary accommodation also due to more complex needs when presenting - particularly single applicants.
	3.19	People Adults	Percentage of Adult Social Care care and support reviews completed in time.	3.4	Increase	Monthly	80%	47%	45%	Outstanding reviews is a piece of focussed project work with a dedicated review officer in place. The impact of this will take some time to realise. By December 2024 we aim to have completed all our annual reviews in date. In numerical terms, there are currently 52 out of date reviews from a total of approximately 220 reviews which is a significantly more positive measure.

Provide good public services	4.1	Resources	Satisfaction levels with Customer Services.	4.1	Increase	6 monthly	80%	DNA	DNA		This survey is on hold whilst a review of telephony and Salesforce is underway. Therefore no data will be available to report this year.
Provide good public services	4.2	Law & Governance	Number of customer compliments.	4.1	Increase	Monthly	>145	51	128		
Provide good public services	4.3	Law & Governance	Number of customer complaints (all services).	4.1	Reduce	Monthly	<65	21	50		Increase mainly due to the General Election (7) and the Brooke Road closure (6) complaints.
Provide good public services	4.4	Law & Governance	Customer complaints responded to within timescales (rolling total)	4.1	Increase	Monthly	95%	91%	96%		28/29 complaints were responded to on time.
Provide good public services	4.5	Law & Governance	RCC website accessibility score.	4.1	Increase	Quarterly	85%	94%	89%		Although we remain on target the drop in score from Q1 is the result of technical flags being applied to a large number of pages by our accessibility monitoring and reporting software tool. The majority relate to visual elements, such as headings and links which are being incorrectly flagged as errors by the system. Work is ongoing with external support partners to identify and correct the flagging and reporting false negatives.
Provide good public services	4.6	Resources	CST average calls per month.	4.1	Reduce	Monthly	<3000	3,054	2,675		

Provide good public services	4.7	Resources	Number of MyAccount transactions.	4.1	Maintain or increase	Monthly	2000	617	1,172		Incorrect figure of 2043 reported in q1 has been corrected.
Provide good public services	4.8	Places	Percentage of customers satisfied with Highways and local rights of way network - NHT satisfaction remains above national average.	4.1	Maintain	Annual	Above national (43%)	55%	55%		Awaiting results from this years survey expected November 24.
Provide good public services	4.9	People Adults	Overall satisfaction of people who use adult services with their care and support.	4.1	Increase	Quarterly	90%	100%	98%		
Provide good public services	4.10	Places	% of non-frequent bus services running on time	4.1	Maintain	6 monthly	90%	DNA	91.4%		
Provide good public services	4.11	Places	Number of missed bins per 100k collections	4.1	Maintain	Monthly	60	32	40		Data shows an average of only 0.04% of bins were missed by collection crews.
Provide good public services	4.12	Places	Land charges request processing times (average).	4.1	Maintain	Monthly	<8 days	2	2		
Provide good public services	4.13	Places	Processing of major planning applications within timescales (13 weeks or agreed EOT)	4.1	Maintain	Quarterly	60%	100%	100%		Major application performance above national targets - the team are also reducing the use of extension of time requests on major, minor and other applications

Provide good public services	4.14	Resources	Forecast net revenue budget is within 5% over or under.	4.2	Achieve	Quarterly	within 5%	3.15%	4.44%	This is based on a forecast overspend position £2.33m at the end of September which includes a £2.3m forecast overspend on the Dedicating Schools Grant (DSG). If the DSG covered the expenditure on High Needs Block the Council would be forecasting an overspend of £0.03m, equating to a difference of 0.1% from the budget.
Provide good public services	4.15	Law & Governance	Percentage of agendas for Council, Cabinet and Committee meetings published 5 clear working days before the meeting	4.2	Achieve	Monthly	100%	100%	100%	
Provide good public services	4.16	Resources	Staff satisfaction rates.	4.4	Increase	6 monthly	>68%	DNA	82%	This demonstrates a significant improvement in staff satisfaction. The Staff survey will take place annually going forward.
Provide good public services	4.17	Resources	Current vacancy level as a percentage of the workforce (Snapshot).	4.4	Reduce	Quarterly	<10%	4.3%	7.9%	

Total KPIs	61
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Corporate Strategy - Delivery Plan 2024-2026

Priority	Action No.	Action	Primary Objective	Target Date	Directorate	Confidence Level	Commentary
Tackling the climate emergency	1.1	Ensure our Local Plan reflects strong environmental policy.	Meet the housing needs of our community.	Mar-26	Places	High	The plan is being developed to reflect a strong environmental policy within as best as possible, the national guidelines. Plan currently out under reg 19 consultation and Cabinet have approved an early review of the plan once Government policy position confirmed.
Tackling the climate emergency	1.2	Introduce a new strategic approach for managing flood risk.	Reduce carbon emissions and adapt to the impact of climate change.	Dec-25	Places	High	We are in the process of undertaking section 19 review which will, alongside the of commissioning an updated evidence base, inform the new strategy. In the process of recruiting a new flood risk officer.
Tackling the climate emergency	1.3	Develop a Sustainability Strategy that supports carbon reduction and biodiversity net gain.	Increase biodiversity in the County.	Dec-25	Places	High	In the process of recruiting a sustainability officer who will take a lead in developing the new strategy.
Tackling the climate emergency	1.4	Commission a Local Area Energy Plan.	Reduce carbon emissions and adapt to the impact of climate change.	Mar-26	Places	Medium	We are continuing discussions on how best to do this which includes linking in with other local authorities to complete the assessment.

Tackling the climate emergency	1.5	Prepare for a new waste services contract.	Further increase recycling rates and reduce levels of waste.	Mar-26	Places	Medium	Modelling work underway including assessment of financial risks. Options for delivery of a food waste service from March 2026 have been developed and will be considered by Cabinet later in the year. New burdens from Government remains unknown and affordability of a new service is a significant risk.
Tackling the climate emergency	1.6	Support the community to reduce levels of waste.	Further increase recycling rates and reduce levels of waste.	Mar-26	Places	High	New campaign launched and branding for waste vehicles in development.
Tackling the climate emergency	1.7	Transform our public transport network and facilitate greener forms of travel.	Improve public transport links and opportunities for greener forms of travel.	Mar-26	Places	Medium	Options for consideration scheduled for Cabinet before the end of the year. Implementation will need to be phased which may have some financial risk.
A diverse and sustainable local economy	2.1	Implement a new Economic Strategy that attracts businesses and supports skills growth.	Grow a more productive local economy, working alongside our business partners to provide greater opportunities for better paid jobs locally.	Mar-26	Places	High	New strategy in place. Programme of initiatives, funded by UKSPF funding and rural England prosperity fund, currently being implemented. A number of initiatives have now launched to support businesses e.g. rural economy grant.

A diverse and sustainable local economy	2.2	Deliver the Mobi Hub and Medi tech centre utilising the Levelling Up Fund.	Invest in infrastructure to enable a growth in economic productivity.	Mar-26	Places	Medium	Development of the solutions progressing, however further work ongoing to identify suitable and sustainable operating models. Planning application for Mobi Hub submitted with the aim of a determination by December.
A diverse and sustainable local economy	2.3	Mobilise new contract for Highways maintenance and highways capital strategy.	Invest in infrastructure to enable a growth in economic productivity.	Mar-25	Places	High	In place, going well. This action is complete.
A diverse and sustainable local economy	2.4	Secure affordable housing commitments.	Meet the housing needs of our community.	Mar-26	Places	Low	Reflects national issue of building and then securing management of affordable homes. Currently facilitating development of affordable homes on Brooke Road and South Street in Oakham.
A diverse and sustainable local economy	2.5	Revise our Strategic approach to Homeless Prevention.	Meet the housing needs of our community.	Mar-25	Places	High	On track and scheduled for approval by Cabinet this year.
A diverse and sustainable local economy	2.6	Continue to develop adult and community learning opportunities which reflect the needs of the community and align to the Economic Development Strategy.	Grow a more productive local economy, working alongside our business partners to provide greater opportunities for better paid jobs locally.	Mar-25	People Childrens	High	New communities and prevention structure, which includes adult and community learning, scheduled to be in place from 1st November 2024. This will allow a full review of the adult and community learning offer ready to be implemented in academic year 2025-2026.

	A diverse and sustainable local economy	2.7	Review heritage services offer.	Deliver a safe, vibrant and attractive place.	Mar-26	Places	Low	Achieving a model which secures the required level of savings is proving challenging. Potential options identified and work continues to consider affordability including exploration of potential income streams and business plan.
	Support the most vulnerable	3.1	Lead the SEND improvement programme, including Capital Programme, Delivering Better Value, SEND transport and the national Change Programme.	Provide inclusive education provision for children with additional needs.	Sep-25	People Childrens	High	All workstreams associated with SEND improvement programme are underway and inclusive education provision has been increased.
	Support the most vulnerable	3.2	Leading children's social care reform agenda including workforce strategy.	Improve outcomes for vulnerable children.	Mar-26	People Childrens	High	Implemented changes in relation to Working Together 2023. New workforce strategy for Childrens Social Care being completed in conjunction with corporate workforce strategy.
	Support the most vulnerable	3.3	Develop and implement a new fostering recruitment strategy.	Improve outcomes for vulnerable children.	Jun-24	People Childrens	Low	Developed and implemented a new strategy but this has had limited impact so far. Increased coms and visibility offer has not resulted in increased interest in fostering by Rutland community. Continue to raise profile with local employers.

Support the most vulnerable	3.4	Implement a new adult social care strategy.	Enhance outcomes for vulnerable adults through locally integrated services.	Jul-24	People Adults	High	Action completed. The strategy has been approved by Cabinet and is now in place. Focus on rolling out with workshops in place with the workforce and delivering on the priorities. Progress will be monitored.
Support the most vulnerable	3.5	Delivering a quality assurance model that prepares the Council for CQC inspection.	Enhance outcomes for vulnerable adults through locally integrated services.	Apr-25	People Adults	High	Structures in place to support this, this includes an embedded QA team. Ongoing workshops in place to focus assurance on key themes. Challenge conversation through EMADAS scheduled for March 2025 and Peer review has been brought forward to November 2024, all to support preparation for inspection and identify ideas for continuing improvement. There remains a need to develop effective and timely data automation through powerBI solutions.
Support the most vulnerable	3.6	Implement new approaches to prevention in adult social care.	Improve wellbeing and reduce health inequalities.	Apr-26	People Adults	Medium	Health and care collaboration had begun with a PID developed and work plan in place. Ragged as medium as this is a 2 year project which will take time to come to fruition. However we are already identifying the opportunities for collaboration and innovative practice. Successful HCC workshop held with partners and commitment to joining up workstreams and joining the delivery board.
Provide good public services	4.1	Implement clear customer standards, even where the levels of service differ and communicate these to residents.	Accessible services which offer good customer care.	Apr-25	Law & Governance	Medium	Revision of the communications strategy is underway and this will align to a new customer excellence strategy and digital/IT strategy in order to reinforce a clear approach to customer care which is supported by digital access solutions. Corporate complaints process is also currently being reviewed.

Provide good public services	4.2	Implementation of an enabling programme considering technological opportunities to deliver more efficiently including digital, commissioning, customer services projects etc.	Accessible services which offer good customer care.	Mar-26	Law & Governance	High	An enabling programme board and delivery group are in place to oversee a delivery plan for enhancements to digital services, data and customer. Examples include the introduction of self serve functions through a new intranet, expansion of Microsoft 365, roll out of PowerBI, development of a new telephony solution and updates to our digital and customer strategies and updates to contract procedure rules.
Provide good public services	4.3	Develop and implement a new Digital and IT strategy.	Accessible services which offer good customer care.	Jul-24	Resources	High	The main strategy is now drafted which has been approved at CLT and due for Cabinet December 24. Transformation activity looking at digital improvements remains in place and progressing e.g. Salesforce developments.
Provide good public services	4.4	Embed the integrated budget plan whilst making best use of assets through the implementation of a corporate service planning model.	An effectively governed and financially viable Council.	Mar-25	Resources	High	The Service Ambitions as outlined in the Integrated Budget Plan are being delivered. With reference to the plan made as part of the Council's governance processes for example Audit & Risk Committee considering financial risks and the use of reserves to mitigate these risks if materialising. The Transformational workstreams and savings plans are embedded into service activity and therefore fully incorporated in Directorate's approach to managing and delivery of services. All reported regularly to various member meetings of Cabinet, Scrutiny, and Audit & Risk Committee. This is being reviewed as part of the annual budget setting process and the introduction of KLOEs to support service budget management and as we seek to further integrate finance and performance information.

Provide good public services	4.5	Modernise the tools used by the Council to support efficient and effective decision making.	An effectively governed and financially viable Council.	Mar-25	Law & Governance	High	Update to the contract procedure rules, moving away from financial thresholds and the adoption of a new principle base framework which gives more agility and allows officers to operate to the full extent of their delegated authority whilst retaining a role for Cabinet (and for Council in certain circumstances) New commissioning guidance document created to support managers to deliver effective commissioning. Democratic Services launched a new SharePoint site to facilitate reporting, including the update of reporting templates. This facilitates real time collaboration making the reporting process more efficient.
Provide good public services	4.6	Deliver the Asset Review recommendations and implement a new asset management approach.	An effectively governed and financially viable Council.	Mar-26	Resources	High	Programme on track. Four 6 month phases outlined with the first phase on track. Workplace conversations and staff survey have taken place to inform our specification and future office based solutions and ways of working. Consideration for piloting new ways of work in process.
Provide good public services	4.7	Encourage and support Parish Councils to work with their communities to support local areas effectively.	Empower and enable communities to support their local area.	Jan-26	People Childrens	High	Work remains ongoing. We have engaged with Parish Councils and this work has informed capital plans for community hubs and libraries.
Provide good public services	4.8	To facilitate services closer to communities through voluntary sector collaboration, including our communities and prevention model.	Empower and enable communities to support their local area.	Jan-26	People Childrens	High	New structure implemented by 1st November. 950k of investment secured for improvement in Library spaces as community hubs and this work is currently at the procurement stage.

	Provide good public services	4.9	Deliver and implement a workforce development strategy which supports skills development and continuous improvement.	Support a dynamic and sustainable Council workforce.	Jul-24	Resources	High	Strategy developed and currently going through governance process for sign off.
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