

## **Cabinet Meeting on Wednesday 19 February 2025**

### **Integrated Performance Report - Quarter 3, 2024/25**



**Cllr Alan White, Leader of Staffordshire County Council said:**

“It has been another busy quarter as we continue to deliver on our priorities. Investing in communities, supporting vulnerable adults and children and improving roads remain priorities at the same time as creating the right conditions for our economy to grow.

Despite facing rising demand for many council services and increasing costs, we continue to deliver what is needed while maintaining a balanced budget. Improvements in adult social care continue as the department prepares for a Care Quality Commission (CQC) inspection in February.

We strive to find new, better, and lower cost ways of providing services including the use of digital technology to achieve better results. By doing this, and growing the county in a sustainable way, we are making a positive difference to the lives of our residents.”



**Cllr Ian Parry, Cabinet Member for Finance and Resources said:**

“We continue to make significant progress across the organisation with departments delivering on their corporate priorities. The latest revenue forecast outturn shows an underspend of £3.493m (-0.52%).

Rising costs across the organisation and levels of demand, particularly in adult social care, children and families, special educational needs and home to school transport continue to present challenges.

While we still face these financial pressures, good financial management over the last decade means we have been able to manage and invest taxpayers’ money carefully to improve lives, delivering results and value for money for Staffordshire people”

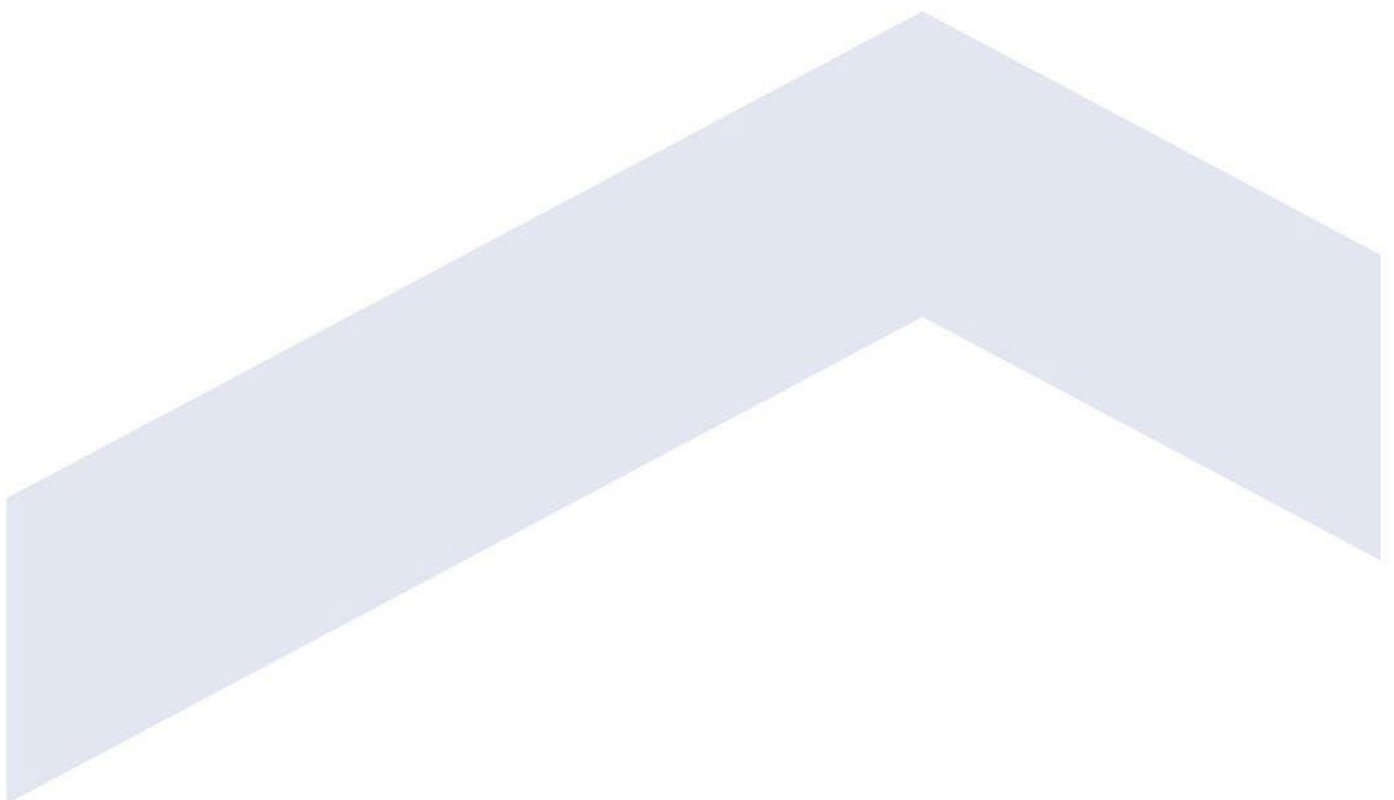
## **Report Summary**

This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan, annual Delivery Plan and Medium-Term Financial Strategy.

## **Recommendation**

We recommend that Cabinet:

- a. Notes and challenges performance and advises of any further information and/or action required.



<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 19 February 2025**

### **Integrated Performance Report - Quarter 3, 2024/25**

#### **Recommendation of the Leader of the Council and Cabinet Member for Finance and Resources**

We recommend that Cabinet:

- a. Notes and challenges performance and advises of any further information and/or action required.

#### **Report of the Deputy Chief Executive & Director for Corporate Services and the Director of Finance**

#### **Reasons for Recommendations**

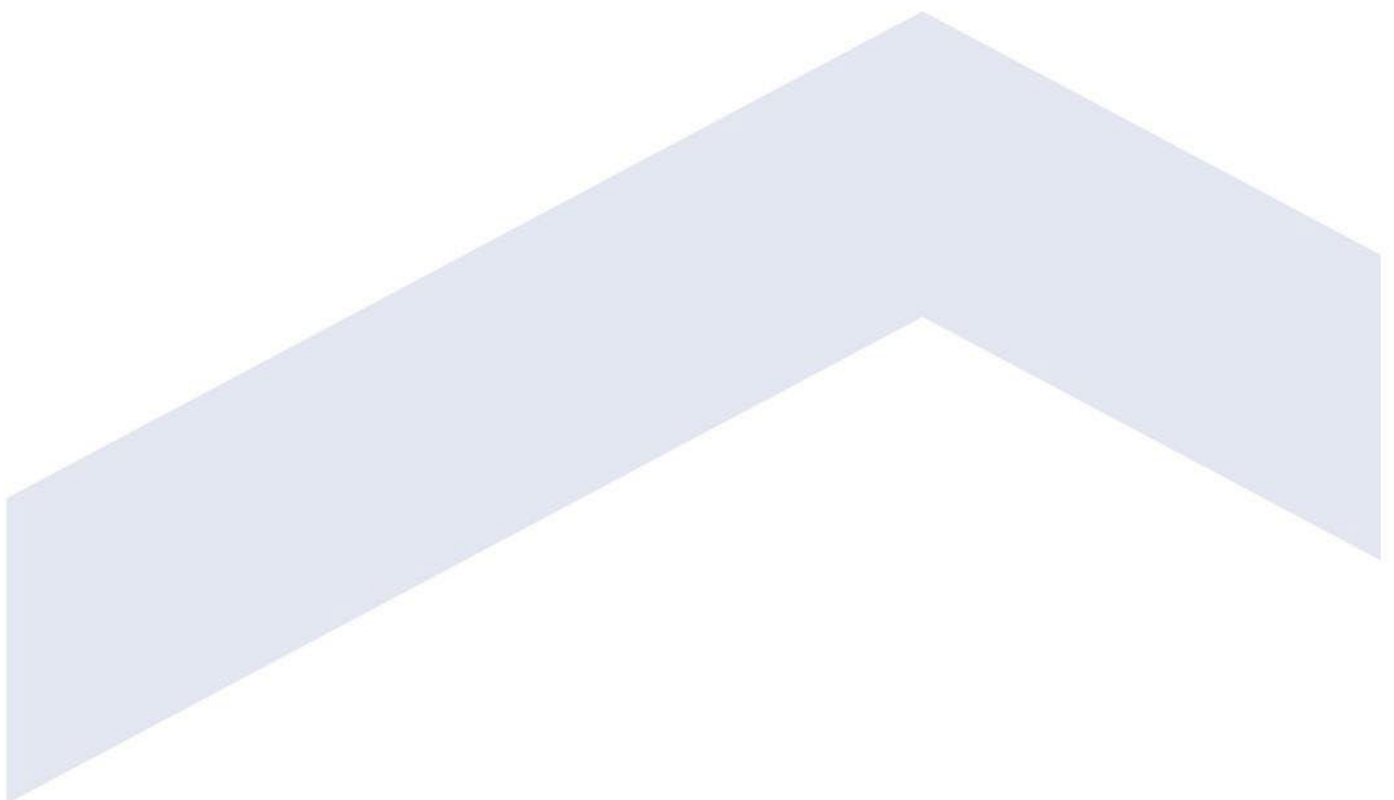
This is an opportunity for Cabinet to consider and discuss Staffordshire County Council's quarterly performance and financial position.



## **Introduction**

This report provides an overview of performance at Staffordshire County Council for Quarter 3 in relation to delivering the priorities as set out within the council's [Strategic Plan 2022-26](#) and annual Delivery Plan.

During 2024/25 the council is reporting on 62 strategic performance measures which have been developed to assess the organisation's performance, as well as progress against the 18 priority deliverables which the council has committed to delivering. Monitoring of both the priority actions and strategic performance measures, alongside our financial position, help the council to understand the impact of its work and give a more rounded view of performance.



# Quarter 3 (September – December 2024) Summary

## Key highlights

- **Prepare for Adult Social Care Assurance:** Preparations progressing well following notification of Care Quality Commission (CQC) inspection visit confirmed for w/c 3<sup>rd</sup> February 2025. Communicated to staff and key partners, all required documents have been submitted to CQC.
- **We Are Staffordshire:** Successful appointment of Film Office Manager and Delivery Plan developed for 2025/26.
- **Digital Innovation:** New structure and operating model live since October 2024.
- **Highways Operational Delivery and Transformation:** Work was successfully completed in preparation for the launch of the Customer Relationship Management (CRM) system in January 2025, to help improve the customer experience by making it easier for residents to report highways issues.
- **Staffordshire Communities Strategy:** Delivery Plan refresh completed and approved. Successful delivery of 10 Culture & Communities Roadshows.
- **Staffordshire Cultural Strategy:** Successful opening of the Staffordshire History Centre, with visitor numbers exceeding the target for the year.

## Key challenges

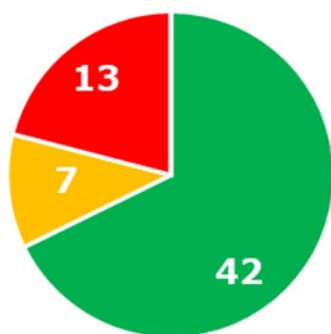
- **Children's Services Improvement:** Significant work has begun to address key recommendations in the ILACS report including additional temporary improvement lead capacity appointed and due to start shortly, which will create capacity for the leadership team to focus on improvement activity at pace.
- **SEND Improvement:** Staffordshire Enhanced District Inclusion Support (SEDIS) is now operating in 6 of the 8 districts. Additionally, all districts have access to a wide range of pre-statutory providers of SEND provision that they can commission through their SEND and Inclusion Hubs. During this quarter work with Lichfield District and Staffordshire Moorlands District has progressed and formal expressions of interest for the remaining SEDIS providers commences at the end of January 2025. Secondary SEDIS provision for Stafford and Newcastle has now been secured.
- **Supported Living:** Supported Living Cabinet Report (including Commissioning Plan) delayed due to the need for additional legal due diligence, and will now go to Cabinet in March 2025.
- **Environment and Countryside:** Following programme delays, work is progressing to the revised programme that has been agreed, with positive stakeholder engagement to date on the countryside investment projects.
- **Highways Performance:** Despite delivery plan activity being reported as on track, high demand continues to be a key challenge.
- **New Social Care Case Management System:** A Cabinet decision on contract award is expected in March 2025.

Further details of the above can be found in the main report and accompanying appendices.

## Organisation Overview of Performance and Delivery

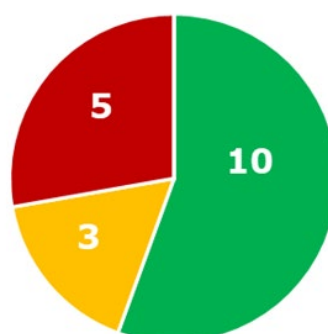
1. The charts and tables below show that at the end of December 2024, 68% of the council's strategic performance measures were on target and 56% of priority deliverables as set out in the council's Delivery Plan were on track. Details of the strategic performance measures can be found in Appendix 1.

Strategic Key Performance Measures -  
Q3 Performance against target



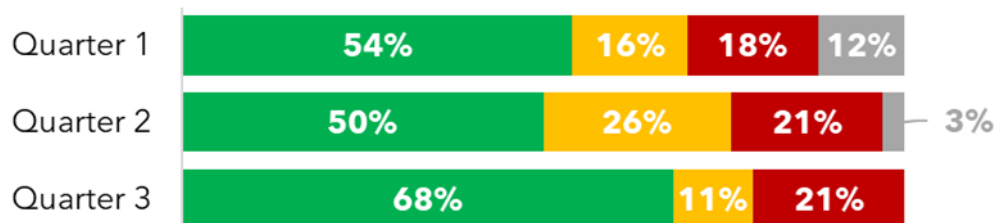
Red = Action being taken  
Amber = Review  
Green = Good  
Grey = Not available or TBC

Delivery Plan Priorities -  
Q3 Performance against target

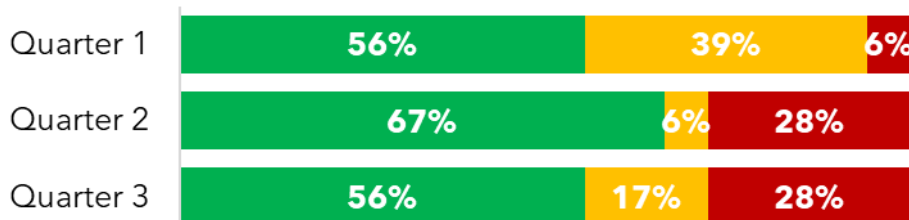


Red = Immediate action  
Amber = Attention is needed  
Green = No action needed  
Grey = Not available

## Strategic Performance Measures – Quarterly Comparison



## Delivery Plan Performance – Quarterly Comparison



2. The following sections within the report provide more detail in relation to the strategic performance measures and delivery of the council's priorities, aligned to the key themes within the Strategic Plan.

## Encourage good health and wellbeing, resilience and independence

### Key Performance Measures Summary

3. Good performance continues for **people in receipt of services for 12 months or over** with a review in the last 12 months, with the November figure of 82.8% above the target of 80%. The **percentage of services sourced within timescale** also continues to show strong performance at 92% in December, against a target of 75%.
4. The number of **Deprivation of Liberty Safeguard referrals outstanding after 21 days** was below target in November, at 344 against a target of 400. Demand continues to increase and is 25% higher than previous years, however the number of people waiting over 21 days has reduced and the new hospital pathway continues to help manage demand. Despite this, the figure is likely to increase in December performance which reflects reduced capacity over the December period.
5. The % of **care act assessments completed within 28 days**, improved to 73% in November and is above the target of 70%. There is an increasing number of people with complex needs that are extending assessment timescales although the council anticipates that December performance will show a further small improvement to 74%.
6. Performance challenges include **the percentage of safeguarding referrals closed or assigned within 5 working days**, which improved to 75.3% in November but remains below the target of 80%. Improvement is due to the recruitment of agency staff who are focused on the low priority referrals, which is having a positive impact on performance. As a result of the agency staff support, performance is anticipated to improve to 82% at the end of December.
7. The total number of households with measures installed since the start of the **Warmer Homes programme** was below target in December (1,105 vs 1,276 target). There was an expected dip in December activity due to Christmas and applicants' preferences to receive measures before or after Christmas, however installations are continuing.

### Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Additional Nursing Home Capacity	GREEN
Prepare for Adult Social Care Assurance	GREEN
Supported Living	RED
Drug & Alcohol Treatment Services	GREEN



### ***Additional Nursing Home Capacity***

8. The council has proposed the build of two new nursing homes in Lichfield and Tamworth, in response to increasing demand from an aging population. Work continues on developing the business case to identify the benefits of this approach and set out how the homes could be built, operated, and funded is being developed. An update on this will be taken to Cabinet in June 2025, with a final decision on whether to develop additional nursing homes expected in 2026.

### ***Preparing for Adult Social Care Assurance***

9. The council has been making significant preparations for the assessment of local authority adult social services by the Care Quality Commission (CQC), including returning its self-assessment and providing all necessary documentation. In December, the council received its notification letter that the visit by the CQC will take place week commencing 3rd February 2025, and this has been communicated to all staff and key partners. The outcome of the assessment and the publication of CQC's report is expected after May 2025.

### ***Supported Living***

10. During Quarter 3 the council has continued to work on the recommissioning of its supported living care services for people aged 18 and over with disabilities, to ensure quality, access, sustainability, and equity. Findings from all engagement events and consultations with key stakeholders have now been collated, analysed, and used to inform the Supported Living Cabinet Report (including the Commissioning Plan) which will now go to Cabinet in March 2025. This has been delayed due to the need for additional legal due diligence.

### ***Drug & Alcohol Treatment Services***

11. Following the creation of the Section 75 Partnership in April with Midlands Partnership Foundation Trust (MPFT), a service review and management of change exercise has now been completed.

12. Co-ordination of the various premises moves continues. Three moves to alternative MPFT owned premises in Newcastle, Moorlands and Burton have completed. Business continuity planning is underway to mitigate service delays and disruption in Stafford and Tamworth, with these areas affected by significant refurbishment works and continuing lease negotiations respectively.



13. The Office of Health Improvement and Disparities (OHID) visited Staffordshire on 14<sup>th</sup> January 2025 to learn more about the new approach. The team were able to showcase early progress in their work as a partnership and towards improving outcomes and opportunities for Staffordshire residents.

## **Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential**

### **Key Performance Measures Summary**

14. Performance continues to improve for **children subject of a child protection plan** with 34.5 per 10,000 children in December 2024, which is lower than the same period last year (35.7) and remains lower than statistical neighbours (36.9 - March 2024) and England (41.6 - March 2024).

15. The **percentage of initial child protection conferences held in time** in December stood at 93.1%, with a rolling year average of 89.8%. Performance continues to be better than comparators (76.9% for statistical neighbours and 79.7% nationally - March 2024). All out-of-timescale conferences have their delay reasons recorded and scrutinised to support ongoing improvement.

16. Performance challenges include the **rate of children in care** in Staffordshire, which was 76.8 per 10,000 children in December 2024 compared to statistical neighbours at 64.7 (latest performance from March 2024). However, the rate of children entering care over 12 months is lower than the rate of children ceasing care, which compares well against statistical neighbours. The Discharge planning teams are remaining in place until at least March 2025. They are focussed on ending care arrangements (legal process) for children who are no longer required to be in care.

17. The **average number of days between a child entering care and moving in with their adoptive family** increased to 490 in October 2024, above the target of 426. Overall timeliness has improved since last year. District Leads attend Early Permanence and Adoption panels to provide support and scrutiny to help process adoptions and make plans for early permanence as soon as possible.

18. The **percentage of children's social work assessments completed on time** was 77.7% for the rolling year average in December (target 85%), although the performance for just the month of December remained above 80% with 81.8% completed on time. Maintaining this

performance trajectory in the coming months will impact reported numbers and bring the council in line with statistical neighbours.

19. **Education, Health and Care Plan (EHCP) timeliness** was 35% in December 2024 against a target of 48%. The number of plans being issued each month has decreased each month from 82 in September to 49 in December, of which only 9 were issued in time (18%). The decreasing number of plans being issued means the number of young people who have been in assessment for more than 20 weeks has continued to increase to 540. The main reason for out of time plans continues to be waiting on Educational Psychology advice. A recovery plan is being developed.

20. The **percentage of children with an EHCP in mainstream schools** was 32.5% in December 2024 against a target of 40%. The number of young people whose educational placement is not recorded remains an issue. Steps are being taken to capture this information and the focus for influence continues to be on children entering the school system.

21. In Quarter 3, **successful sustained outcomes under the Supporting Families Programme (BRFC)** were delivered for 355 families, bringing the total for the year to date to 1,053. It is projected that 83% (1,433 families) of the target for the year (24/25) will be achieved, equal to 150 more families achieving successful sustained outcome than in 23/24. Work has taken place to identify potential additional families to claim for (from other services) and work will continue throughout Q4 to include as many as possible. Nationally, Staffordshire has one of the best achievement rates.

### Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Children's Services Improvement	RED
SEND Improvement	RED
Home to School Transport Policy Implementation	AMBER

### Children's Services Improvement

22. The council is committed to improving the quality and consistency of children's social care services in an efficient, effective, and evidence-based way. Since April progress has been made across the service to deliver a series of practical measures identified in the council's Inspection of Local Authority Children's Services (ILACS) improvement plan in response to an Ofsted inspection of children's services. Progress has been made in Quarter 3 to ensure that the foundations for success are secured.

23. Additional interim improvement lead capacity has been appointed to accelerate the improvement needed ahead of securing a permanent structure.
24. A new approach to improvement has been agreed with partners, which will see the development of a Children and Families Strategic Partnership to oversee and co-ordinate the partnership activity to secure improved outcomes for children. This will see improvement activity aligned to the Safeguarding Partnership and Corporate Parenting Panel with clear lines of escalation. The Children's Operational Group has also maintained visibility of operational effectiveness, with the group being instrumental in reviewing and agreeing an updated plan for the ILACS improvement plan.
25. A peer review of the Local Authority Designated Officer (LADO) has concluded, with the Local Government Association (LGA) reporting their findings to the strategic children's social care partnership to inform the partnership plans moving forward. A Staffordshire LADO is specifically involved in cases where there is a concern or allegation about someone working or volunteering with children.

## 26. ***SEND Improvement***

27. The council is working with partners to deliver a range of activities to deliver its SEND strategy and increase support for these children sooner, and within their local mainstream school, as well as increase special school places.
28. During Quarter 3, progress has been made on 5 out of the 6 workstreams within the SEND and Alternative Provision (AP) Improvement Plan, including progress on the 'Voice of the child and co-production' workstream whereby feedback has been gathered from families from a local authority perspective, a co-production promise has been established and workforce guidance put in place. In terms of 'Leadership and Governance' a new SEND effectiveness board has also been established with senior leaders across the partnership to ensure appropriate oversight. Support is also being rolled out to schools to implement whole school SEND approaches.
29. During Quarter 3 work has continued in terms of the Staffordshire Enhanced District Inclusion Support (SEDIS) model to help reduce the pressure on the High Needs Block. As of December 2024, 6 out of 8 districts had SEDIS provision. Formal Expressions of Interest (EOI) for the remaining providers commences at the end of January. It is hoped that the third round of expressions of interest will conclude the commissioning process for the remaining 2 districts, so that SEDIS

provision is in place across the county. Secondary SEDIS provision for Stafford and Newcastle has now been secured and these will begin operation from January.

### ***Home to School Transport Policy Implementation***

30. During 2024/25 the council continues to make good progress in implementing the updated SEND Home to School Transport process, including the promotion of personal travel assistance budgets and the approach to the application of the Home to School Travel assistance policy, for statutory school age children.

31. However, an increasing population of those with an EHCP remains a challenge in this area. There remains a £100k underlying pressure on the 2024/25 budget, with cost reduction challenges expected to continue during the next financial year.

### **Support Staffordshire's economy to grow, generating more and better paid jobs**

#### **Key Performance Measures Summary**

32. **Regeneration Programme Delivery Status** is positive, with 100% of SCC Regeneration Schemes on time and on budget in December 2024.

33. The **total number of businesses supported through Start-up and Step-up schemes** continues to be above target with 55 supported in November (against a target of 29), with young businesses starting to apply to the Growth Ladder for assistance.

34. The **claimant count** gap between the rate in Staffordshire and England remains at 1.3%, with a slight decrease in the number of claimants in November compared to an increase regionally and nationally.

35. Current performance challenges include the **percentage of 16- and 17-year-olds not in education, employment or training** which was 8.6% in November 2024 against a target of 4.2%, which is in-line with national performance. This metric improves as the academic year progresses and the situations of young people not featuring on education provider enrolment lists are tracked. A team of transition mentors who are council employees from the Careers and Participation Service support young people in their transition and can refer to the re-engagement support programme, 'New Avenues' where appropriate, with 59 referrals to date. Sessions aim to develop young people's work preparation skills, confidence and emotional resilience to support them in progressing to a positive destination.

36. As Apprenticeships performance was below target at the end of Quarter 2 with 207 opportunities generated against a target of 300 (latest official return), regular performance monitoring meetings with the Staffordshire Ladder have taken place resulting in recent improvements, with the contract now on track. Provisional performance is currently at 330 apprentices, which leaves an achievable target of 70 apprentice starts to be reported on by the end of the contract period. Official final figures will be reported during Quarter 4.

### **Delivery Plan Performance Summary**

<b>Delivery Plan Priority</b>	<b>Delivery RAG</b>
<b>Economic Growth and Skills</b>	<b>GREEN</b>
<b>We Are Staffordshire</b>	<b>GREEN</b>

### ***Economic Growth and Skills***

37. A draft of the Joint Economic Strategy covering Staffordshire and Stoke-on-Trent has continued to be progressed during the quarter. The strategy will set out the council's shared ambitions and priorities for the sub-regional economy, whilst the devolution of powers and funding could play a key role in its delivery. Consideration is therefore now being given to the implications of the Government's Devolution White Paper, released in December 2024, and the local response will inform the development of the Joint Economic Strategy.

### ***We are Staffordshire***

38. The 'We are Staffordshire' brand continues to raise the profile of the county as a great place to live, work in and invest. Highlights this quarter include recruitment of a Film Office Manager, and work has already begun to promote Staffordshire as a location for film and television. The team attended the City Nation Place Global Conference and Awards 2024 in Leeds, where We Are Staffordshire was directly referenced as best practice example among global leaders and was commended as a finalist in one entry.

39. Work is now underway at pace to lead the We Are Staffordshire brand presence and marketing at UKREiiF (UK's Real Estate Investment and Infrastructure Forum) ahead of May 2025, which will help to raise Staffordshire's profile for inward investment. Ambassador Experience and Showcase Events were held at Lichfield Cathedral Spires, promoting heritage and culture and Staffordshire Chambers Let's Do Business Expo, promoting the work of the Business Support and Growth Hub team, with positive feedback received.



40. The Delivery Plan for 2025-26 has been developed in partnership with stakeholders and approved by the Place Board and will be presented to Cabinet in Q4.

## **Tackle climate change, enhance our environment, and make Staffordshire more sustainable**

### **Key Performance Measures Summary**

41. Staffordshire County Council's **carbon emissions** performance for 2023/24 was better than target (24,109 tCO<sub>2</sub>e against a target of 24,541 tCO<sub>2</sub>e); 5.6% better than the previous year and a 52% reduction since 2018/19. The greatest reduction in emissions has been from the council's corporate properties and schools' gas, LPG and oil use, achieving a 950-tonne reduction. Previous years of investment has made some contribution to this decline, although changes to the corporate property portfolio and academisation have also played a part in the reduction.

42. **Environment and Countryside volunteer hours** continue to be below target (6,790 vs a target of 9,000), impacted by reduced staffing over the Christmas period. Work to address staffing capacity and review operational procedures is on-going, with an intention to adopt a Volunteer Delivery Plan in early 2025.

43. The provisional **Recycling rate** in Q2 (latest data available) was 45.2% which was slightly below the local target of 46.8%. Due to changes nationally, less packaging is being produced and consequently less material is available to recycle. Successful work through zero waste - circular economy campaigns, coupled with working with the Districts and Boroughs through the Staffordshire Waste Partnership to maximise recycling at the kerbside, has minimised the impact.

### **Delivery Plan Performance Summary**

<b>Delivery Plan Priority</b>	<b>Delivery RAG</b>
<b>Climate Change and Net Zero</b>	<b>AMBER</b>
<b>Waste Management</b>	<b>AMBER</b>
<b>Environment and Countryside</b>	<b>RED</b>

### ***Climate Change and Net Zero***

44. To make the county more resilient to climate change and work towards the council's net zero 2050 ambition, the council is working to deliver and continually evolve its climate change action plan. This plan was discussed, along with the Climate Change Annual Report, at Cabinet in November 2024. Further work is taking place to provide a more

comprehensive Action Plan incorporating climate change mitigation and adaptation for release in 2025.

45. The council's Climate Change Action Fund (Part 2 larger schemes) also opened for applications for funding during Quarter 3 and closed on the 13th December 2024, with awards to successful applications to be made by February. Now in its fifth year, the fund has so far allocated over £312,000 through over 400 successful applications to the fund.

46. The Climate Change Delivery Plan status is rated as Amber due to delays to the Electric Vehicle location and feasibility milestone from August 2024 to March 2025 (caused by external factors), however procurement is expected to be released for tender in Quarter 4.

### ***Waste Management***

47. The council is committed to taking an environmentally and financially sustainable approach to waste management. Work is now complete on the council's Waste Minimisation Plan and was agreed by Cabinet and received support from Full Council in September. This will focus in the short term on zero waste and promoting a circular economy. Building on the successful project to bring the Household Waste Recycling Centres (HWRCs) back inhouse, further work is ongoing to review the council's waste management infrastructure, and the initial waste infrastructure plan was agreed by Cabinet in January.

### ***Environment and Countryside***

48. The council is committed to improving Staffordshire's natural environment and developing its environmental assets so communities and visitors can enjoy the benefit of these. Work is progressing to the revised programme that has been agreed, due to some milestones being behind plan. Work has continued on the Cannock Chase and Chasewater Country Park investment projects, with 748 responses to the Chasewater engagement survey and around 280 for Cannock Chase so far (with the latter open until March). Background research and more detailed engagement is now underway to develop options for the site facilities.

49. An audit in relation to restoring the Staffordshire Way as a regional route is now complete and the project is now developing a programme of route improvements and trail information materials.



## Fix more roads, and improve transport and digital connections

### Key Performance Measures Summary

50. Demand continued to be high in Quarter 3 in terms of identified new road defects, with a 24% increase in 'high-risk' defects identified during the quarter compared with the same period in the previous year. This is being addressed by continuing to prioritise higher risk defects and adjusting the operational resource configuration through the year.

51. There was a slight dip in timeliness of Category 1 defect repairs in December 2024 (93.4% against a target of 96.7%), however Emergency and Category 2 defect repairs both exceeded targets (100% for emergency repairs against a target of 99% and 77.7% for Cat 2 against a target of 71%).

### Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Highways Operational Delivery and Transformation	GREEN

### Highways Operational Delivery and Transformation

52. During Quarter 3 the Highways Transformation programme remained on track and continued to deliver in line with the agreed milestones. Work was successfully completed in preparation for the launch of the Customer Relationship Management (CRM) system in January 2025, to help improve the customer experience by making it easier for residents to report highways issues.

53. Between April and December 2024, Highways crews repaired almost 28,000 potholes (an average of 153 potholes per day). Significant progress was made to improve the county's drainage systems, with over 53,000 gullies cleared in 2024, nearly 20% more than in 2023. This essential work helps prevent flooding and safeguards road surfaces during periods of heavy rainfall and stormy weather.

54. Surface dressing has been another key area of focus, with crews covering over 1.7 million square metres of road surface between March and October 2024. A total of 587 roads were treated during this period.

55. Maintenance of the county's network has continued in Quarter 3 with several resurfacing schemes completed during the Quarter, including A460/M54 Junction 1 - Cannock Road, Featherstone, D2228 Gateway

Avenue, Baldwins Gate, Coton Lane, Tamworth and A520 Windmill Hill, Meir Heath.

## **How we Work: Communities, Culture and Digital**

### **Key Performance Measures Summary**

**56. Physical Engagement with the Archives and Heritage Service** has increased by 51.9% in the twelve months up to December 2024 compared to the previous year (against a 5% improvement target) following the opening of the Staffordshire History Centre, with the 1,750-visitor target for the end of the financial year met by the beginning of December, and positive media coverage and customer feedback received. New partners are contacting the service to work together for spring/summer activities.

**57. Libraries and Arts volunteer hours** have also increased by 12% in the twelve months up to December 2024 compared to the previous year (against a 1% improvement target). Based on the ONS estimate for the value of volunteer time in the UK, over a 12 month rolling period volunteers in Staffordshire Libraries have given support to the economic value of over £1.1m (per annum).

**58. Archive and Heritage Service volunteer hours** continued to be below target in November 2024 (reduction of 4.8% compared with the previous 12 months against a 2% improvement target), however the latest period includes the pause in onsite volunteering during the move to the new Staffordshire History Centre.

**59. Engagement with the Summer Reading Challenge** was below target in 2024 (9,787 vs 10,782), however increases were seen in the % of children completing the programme, school interactions, volunteer engagement, events run, and books issued. The only metric that declined was overall numbers of children who signed up to the challenge, which was also seen nationally. Plans are in place to improve future performance including a national review of programme and targeted promotion.

**60. Digital engagement with the Archives and Heritage Service** increased by 0.7% in the twelve months to December 2024 compared to the previous year, which is lower than the 2% improvement target, with new website visitor figures plateauing after initial interest around the launch. There is a planned increase in future seasonal content on social media.

## Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Staffordshire Communities Strategy	GREEN
Staffordshire Cultural Strategy	GREEN
Digital Innovation	GREEN

### ***Staffordshire Communities Strategy***

61.To encourage communities to help themselves and each other, the council is committed to working with residents, groups, businesses, and partners to develop a long-term, aspirational Communities Strategy for Staffordshire. Following Cabinet approval of the new strategy in September, work has now been completed on the council’s refresh of the Communities Delivery Plan, to incorporate the activity proposed under the new strategy, and was approved for implementation and delivery in October. Over the last quarter ten Culture & Communities Roadshows have taken place to continue the conversation with residents and raise awareness of the Communities & Cultural Strategies.

### ***Staffordshire Cultural Strategy***

62.The council will invest in its libraries and Staffordshire History Centre to ensure that they are safe, welcoming spaces that enrich lives and strengthen communities. As part of this work the council has agreed to develop a new Cultural Strategy, to raise the profile and importance of culture, heritage, sport, and leisure across the county. During Quarter 3 roadshows at libraries and countryside visitor centres have been held to support the launch of the new strategy, feedback has been captured to help shape the council’s action plan which will ensure delivery of the strategy. A first meeting of the new Cultural Forum has been arranged for Quarter 4 and forum members will develop the action plan using insight gained from the roadshows held in Quarter 3.

63.Work has also continued on a delivery plan for Staffordshire Libraries’ investment proposals with timeframe and costings for each library in scope and this is due to be presented at the Economy, Infrastructure and Communities Overview and Scrutiny Committee in February. The refurbishment of Burton Library is now complete with positive feedback received whilst the public engagement on proposals for the design and layout of Wombourne Library is scheduled to begin in Quarter 4. Both projects were awarded Libraries Improvement Funding.

## **Digital Innovation**

64. The council has committed to develop an ambitious agenda for digital adoption, maximising the use of digital innovations to transform the council into a modern, future facing organisation, using digital to enhance service provision and improve customer experience. During the quarter, work has continued across multiple priorities, including exploring opportunities across the council such as automation software to streamline operational processes and utilising AI responsibly to enhance best practice and free up capacity for added-value work. Furthermore, to support delivery of the council's new Digital Strategy the redesigning of the resources the council needs to take its digital work forwards has now been completed with the new model, and new ways of working, live from October 2024.

## **Live within our means and deliver value for money**

### **Key Performance Measures Summary**

65. The customer **speed to answer phone calls** remained above target in December (3 minutes 21 seconds against a target of 3 minutes), however this is a considerable improvement on previous months. The Callback feature was activated in November and left on in December for Adult Social Care, which enabled more calls to be answered and reduced waiting time for live callers. Recruitment has also continued.

66. The council's overall **sickness absence** levels (11.7 days in December 2024) continue to increase and remain above a target of 11 days, and higher than the same month last year (10.9 days). The 'Safe and Well' absence reduction scheme is being extended to rest of organisation following a successful pilot in the Health and Care directorate. The scheme involves managers notifying Occupational Health where an employee's sickness absence is expected/has extended to beyond 3 days, by completing a 'Safe & Well absence referral form'. Occupational Health then contact the employee for a confidential 'safe and well check' to provide advice and guidance and if appropriate signpost or onward refer for further occupational health or other wellbeing support.

67. Good performance continued in December 2024 for the **percentage of invoices paid within 30 days**, which is better than target (98.5% vs a 95% target). **The Revenue Forecast Outturn** for Quarter 3 (-0.5% underspend) is also positive, and largely the same as the performance in Quarter 2 (-0.4% underspend).

**68.Capital Expenditure against capital allocations** remains below target for Quarter 3 (86.9% vs target of 90%). There has been a significant rephasing of the schools' capital programme into 25/26, which is partially offset by accelerated spend into 24/25 relating to the Highways Recovery programme.

**69.Collectible debt greater than 6 months old** also continued to be higher than target in December 2024 (£29.7m against a target of £27.8m), however there has been a slight improvement on the previous month due to improved collection against Health Bodies and Health and Care Client debt.

### **Delivery Plan Performance Summary**

<b>Delivery Plan Priority</b>	<b>Delivery RAG</b>
<b>Embedding a Customer Experience</b>	<b>GREEN</b>
<b>New Social Care Case Management System</b>	<b>RED</b>

#### ***Embedding a Customer Experience***

70.The council is committed to developing and delivering a Customer Experience Strategy that will aim to provide excellent customer service for all interactions with the council. The new strategy and vision for 2025-2027 was agreed at Cabinet in December 2024, and launched in January 2025, whilst further progress has been made this quarter on the supporting Quality Framework.

#### ***New Social Care Case Management System***

71.The council will design, procure, and implement a new case management system for adults' and children's social care to replace the existing system and optimise the efficiency of social care processes. During Quarter 3 work has continued to procure and appoint a new supplier, with the tender window closing in November and evaluation and moderation taking place in December and January. A Cabinet decision on contract award is expected in March 2025.

#### **72.Legal Implications**

There are no legal implications of note in relation to this report, which is for information and discussion.

#### **73.Resource and Value for Money Implications**

Please see Finance Appendices, where resource and value for money implications are set out.

## 74. Climate Change Implications

The council's Delivery Plan monitors key activities that contribute to the Strategic Plan priority 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'. This report provides updates on these activities, but more specific climate change implications will sit within the details of individual projects and their associated plans.


### List of Appendices:

Appendix 1 – Strategic Key Performance Measures  
Appendix 2 - Finance Quarter 3 Summary  
Appendix 3 - Finance Quarter 3 Detailed Report  
Appendix 4 - Revenue Forecast Outturn 2024/25  
Appendix 5 - Capital Forecast Outturn 2024/25  
Appendix 6 - Financial Health Indicators 2024/25  
Appendix 7 - Prudential Indicators

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## Appendix 1 – Strategic Key Performance Measures

Progress on the council's strategic key performance measures is set out on the following pages. To give a clear indication of performance, the following categories are used:

### RAG Rating

**Red** = Action Taking Place  
**Amber** = Review  
**Green** = Good  
**Grey** = Not Available or TBC

### Direction of Travel

**↓** = Improving  
**↔** = Static  
**↑** = Declining

## Encourage good health and wellbeing, resilience and independence

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
% safeguarding referrals closed or assigned within 5 working days	>80%	75.3% (Nov 24)	Amber	69.5% (Oct 24)	70.9% (Sep 24)	75% (Aug 24)	↔	85% (Nov 23)
% care act assessments completed within 28 days	>70%	73% (Nov 24)	Green	70.6% (Oct 24)	70.5% (Sep 24)	63% (Aug 24)	↔	N/A
% of people in receipt of services for 12 months or over who have had a review in last 12 months	>80%	82.8% (Nov 24)	Green	83.2% (Oct 24)	84.1% (Sep 24)	86% (Aug 24)	↓	92% (Nov 23)
% of all services sourced within timescale	>75%	92.3% (Dec 24)	Green	92.8% (Nov 24)	94.6% (Oct 24)	92.8% (Sep 24)	↓	94.8% (Dec 23)
% care providers rated good or outstanding by CQC	>80%	79% (Dec 24)	Green	79% (Nov 24)	78.8% (Oct 24)	78.8% (Sep 24)	↑	78.4% (Dec 23)
Number of DOLS requests outstanding after 21 days	<400	344 (Nov 24)	Green	393 (Oct 24)	356 (Sep 24)	481 (Aug 24)	↑	447 (Nov 23)
Home First: % of people with a reduced need for social care at the end of a reablement episode	>70%	78.7% (Nov 24)	Green	77% (Sep 24)	N/A (Aug 24)	81% (Jul 24)	↔	78% (Oct 23)
Warmer homes: cumulative total number of households with measures installed since start of programme	>1,276	1,105 (Dec 24)	Red	1,095 (Nov 24)	1,083 (Oct 24)	1,063 (Sep 24)	↑	1,021 (Dec 23)
Warmer homes: % with EPC increased by one or more bands	>80%	91% (Dec 24)	Green	91% (Nov 24)	91% (Oct 24)	91% (Sep 24)	↔	91% (Dec 23)
% of all supported living care services contracted by the Council and with active placements rated "Good" or "Outstanding"	>80%	80% (Dec 24)	Green	79.7% (Nov 24)	79.7% (Oct 24)	81% (Sep 24)	↔	N/A



## Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
% of children with an EHCP in mainstream schools	>40%	32.5% (Dec 24)	Red	32.4% (Nov 24)	31.9% (Oct 24)	31.5% (Sep 24)	↑	29.2% (Dec 23)
% of EHCPs issued in time (20 weeks)	>48%	35% (Dec 24)	Red	34.9% (Nov 24)	33.9% (Oct 24)	33.3% (Sep 24)	↑	27.7% (Dec 23)
Overall absence for Staffordshire school children	<7.5%	6.8% (Autumn 24)	Green	6.5% (Summer 24)	N/A	N/A	↔	N/A
% of children receiving first school preference - Secondary	>82.6%	89.8% (2024)	Green	N/A	N/A	N/A		N/A
% of children receiving first school preference - Primary	>92.5%	94.8% (2024)	Green	N/A	N/A	N/A		N/A
% of care experienced young people aged 19/21 in education employment or training	>54.6%	59.1% (Dec 24)	Green	60% (Nov 24)	58.1% (Oct 24)	60.2% (Sep 24)	↔	59.2% (Dec 23)
% of care experienced children aged 17/18 in education employment or training	>66%	65.6% (Dec 24)	Green	67.6% (Nov 24)	73% (Oct 24)	72.8% (Sep 24)	↔	62.9% (Dec 23)
Average number of days between a child entering care and moving in with its adoptive family, adjusted for foster carer adoptions.	<426	490 (Q3 24/25)	Red	490 (Q2 24/25)	443 (Q1 24/25)	468 (Q4 23/24)	↔	444 (Q3 23/24)
Rate (number) of children in care per 10,000	<64.0	76.8 (Dec 24)	Red	76.5 (Nov 24)	76.6 (Oct 24)	76.5 (Sep 24)	↓	79.9 (Dec 23)
Rate (number) of children subject of a child protection plan per 10,000	<36.6	34.5 (Dec 24)	Green	34.2 (Nov 24)	35.2 (Oct 24)	35.5 (Sep 24)	↑	35.7 (Dec 23)
% of initial child protection conferences held in time	>90%	89.8% (Dec 24)	Green	88.8% (Nov 24)	88.7% (Oct 24)	88.5% (Sep 24)	↔	86.3% (Dec 23)
% Childrens social work assessments completed on time	>85%	77.7% (Dec 24)	Amber	76.9% (Nov 24)	76.9% (Oct 24)	75.5% (Sep 24)	↑	70.4% (Dec 23)
Number of successful sustained outcomes delivered under the Supporting Families Programme (known as BRFC)	>457	355 (Q3 24/25)	Red	280 (Q2 24/25)	418 (Q1 24/25)	353 (Q4 23/24)	↔	363 (Q3 23/24)

## Support Staffordshire's economy to grow, generating more and better paid jobs

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
<b>Business &amp; Enterprise</b>								
% of SCC Regeneration Schemes on time	'=100%	100% (Dec 24)	Green	100% (Nov 24)	100% (Oct 24)	100% (Sep 24)	↔	N/A (Dec 23)
% of SCC Regeneration Schemes on budget	'=100%	100% (Dec 24)	Green	100% (Nov 24)	80% (Oct 24)	100% (Sep 24)	↔	N/A (Dec 23)
Claimant Count - % Gap between the claimant rate in Staffordshire and the England average	>1%	1.3% (Nov 24)	Green	1.3% (Oct 24)	1.2% (Sep 24)	1.2% (Aug 24)	↔	0.9% (Nov 23)
Total No. Businesses Supported through SCC Start-up and Step Up Programmes (combined)	>29	55 (Nov 24)	Green	66 (Oct 24)	65 (Sep 24)	38 (Aug 24)	↔	29 (Nov 23)
Enterprise Centre Occupation Levels (%)	>85%	87.3% (Dec 24)	Green	87.6% (Nov 24)	87.5% (Oct 24)	88% (Sep 24)	↔	92% (Dec 23)
Number of businesses supported through energy audits	>17	15 (Dec 24)	Green	19 (Nov 24)	20 (Oct 24)	22 (Sep 24)	↓	N/A
<b>Skills &amp; Employability</b>								
% of 16 and 17 year olds Not in Education, Employment or Training or situation Not Known	<4.2%	8.6% (Nov 24)	Red	16.5% (Oct 24)	37.2% (Sep 24)	4.8% (Aug 24)	↔	5.5% (Nov 23)
Number of new job seekers supported through Staffs Jobs & Careers	>18	27 (Nov 24)	Green	11 (Oct 24)	6 (Sep 24)	16 (Aug 24)	↔	58 (Nov 23)
Number of apprenticeship opportunities generated	>300	207 (Q3 2024)	Red	75 (Q2 2024)	29 (Q1 2024)	407 (Q4 2023)	↔	N/A (Q3 2023)
Number of students receiving lessons in Ignite (Quarterly Measure)	>0	5,770 (Sep 24)	Green	N/A (Aug 24)	N/A (Jul 24)	N/A (Jun 24)		N/A (Sep 23)
Multiply: Number of residents participating in outreach engagement.	>1,286	1,912 (Q2 24/25)	Green	886 (Q1 24/25)	2,256 (Q4 23/24)	514 (Q3 23/24)	↑	163 (Q2 23/24)
Multiply: Number of learner enrolments engaged in substantive and meaningful provision	>1,260	1,398 (Q2 24/25)	Green	708 (Q1 24/25)	1,521 (Q4 23/24)	799 (Q3 23/24)	↔	479 (Q2 23/24)
Number of Community Learning enrolments engaged in first step learning	>3,000	2,938 (Jul 24)	Green	N/A (Jun 24)	2,352 (May 24)	N/A (Apr 24)	↔	N/A (Jul 23)

## Tackle climate change, enhance our environment, and make Staffordshire more sustainable

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
% of Major Mineral and Waste planning determinations within target	>90%	100% (Dec 24)	Green	100% (Nov 24)	100% (Oct 24)	100% (Sep 24)	↔	95% (Dec 23)
Number of Volunteer hours within Environment & Countryside	>9,000	6,790 (Dec 24)	Red	6,509 (Nov 24)	5,608 (Oct 24)	4,886 (Sep 24)	↑	8,121 (Dec 23)
% of waste recycled (recycling rate)	>46.8%	45.2% (Q2 24/25)	Red	47.7% (Q1 24/25)	38.3% (Q4 23/24)	43.2% (Q3 23/24)	↔	45.8% (Q2 23/24)
Overall waste tonnage	<157,755	146,579 (Dec 24)	Green	130,426 (Nov 24)	111,558 (Oct 24)	0 (Sep 24)	↔	152,203 (Dec 23)
Staffordshire County Council's carbon emissions – tonnes of carbon (tCO2e)	<24,541	24,109 (2024)	Green	N/A	N/A	N/A		N/A

## Fix more roads, and improve transport and digital connections

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
Capital maintenance delivery programme status (%)	'=100%	90% (Dec 24)	Green	90% (Nov 24)	92% (Oct 24)	92% (Sep 24)	↓	100% (Dec 23)
% of Highway high-risk defects completed within target timescale - Emergency	>99%	100% (Dec 24)	Green	100% (Nov 24)	100% (Oct 24)	100% (Sep 24)	↑	98% (Dec 23)
% of Highway high-risk defects completed within target timescale - Cat 1	>96.7%	93.4% (Dec 24)	Amber	91.9% (Nov 24)	97.8% (Oct 24)	94.6% (Sep 24)	↔	96.7% (Dec 23)
% of Highway high-risk defects completed within target timescale - Cat 2	>71%	77.7% (Dec 24)	Green	71.8% (Nov 24)	74% (Oct 24)	76.9% (Sep 24)	↔	75% (Dec 23)
% of Highway Development applications considered within 21 days	>85%	90.3% (Nov 24)	Green	89.5% (Oct 24)	85.5% (Sep 24)	83.6% (Aug 24)	↔	81% (Nov 23)
Home to School Transport operational effectiveness (percentage of contracts that have a notice served)	<2%	0.2% (Dec 24)	Green	0.4% (Nov 24)	0.4% (Oct 24)	0.3% (Sep 24)	↔	0.7% (Dec 23)
Number of potholes completed	1,360	2,029	Green	2,800 (Nov 24)	2,989 (Oct 24)	3,893 (Sep 24)	↓	1,360

## How We Work

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
Percentage of businesses that were either compliant when visited or brought into compliance during the period	>90%	93% (Dec 24)	Green	93% (Nov 24)	92% (Oct 24)	92% (Sep 24)	↔	91% (Dec 23)
Archives and Heritage Service volunteer hours (percentage change - rolling 12 month comparison)	>2%	-4.8% (Nov 24)	Red	'-5.5% (Oct 24)	'-5% (Sep 24)	'-4.6% (Aug 24)	↔	N/A
Libraries and Arts volunteer hours (percentage change - rolling 12 month comparison)	>1%	12% (Dec 24)	Green	6.4% (Nov 24)	1.7% (Oct 24)	'-1.6% (Sep 24)	↑	N/A
Engagement with the Summer Reading Challenge	>10,782	9,787 (2024)	Red	10,675 (2023)	N/A	N/A	↔	10,675 (2023)
Digital Engagement with Archives and Heritage Service (percentage change - rolling 12 month comparison)	>2%	0.7% (Dec 24)	Amber	1.4% (Nov 24)	'-3.8% (Oct 24)	'-2% (Sep 24)	↔	N/A
Physical Engagement with Archives and Heritage Service - (percentage change - rolling 12 month comparison)	>5%	51.9% (Dec 24)	Green	36.4% (Nov 24)	3.9% (Oct 24)	10.4% (Sep 24)	↔	N/A
Digital Engagement with libraries (percentage change - rolling 12 month comparison)	>10%	69% (Dec 24)	Green	82.7% (Nov 24)	82.9% (Oct 24)	90.3% (Sep 24)	↓	N/A
Libraries visits (percentage change - rolling 12 month comparison)	>2%	5.4% (Dec 24)	Green	7.1% (Nov 24)	9.5% (Oct 24)	10.8% (Sep 24)	↓	N/A

## Live Within Our Means

				Previous performance (and months/quarters if different to headings)				
Key Performance Indicator	Target	Q3 Outturn (as at Dec 24 unless indicated otherwise)	RAG Rating against target	Previous Data (2nd to last)	Previous Data (3rd to last)	Previous Data (4th to last)	Recent Trend	Previous Year Data
Sickness Absence - Average number of payroll days lost to sickness per employee (rolling 12 months)	<11	11.7 (Dec 24)	Amber	11.6 (Nov 24)	11.6 (Oct 24)	11.4 (Sep 24)	↓	10.9 (Dec 23)
Speed to answer phone calls (average time)	<3:00	3:21 (Dec 24)	Red	6:09 (Nov 24)	5:06 (Oct 24)	7:08 (Sep 24)	↔	1:35 (Dec 23)
Collectible debt greater than 6 months old - All SCC debt categories	<£27.8m	£29.7m (Dec 24)	Amber	£30.0m (Nov 24)	£30.6m (Oct 24)	£27.8m (Sep 24)	↔	£24.2m (Dec 23)
Payment performance - % of invoices paid within 30 days	>95%	98.5% (Dec 24)	Green	95.5% (Nov 24)	97.5% (Oct 24)	95.8% (Sep 24)	↔	98.3% (Dec 23)
Revenue forecast outturn	<0%	-0.5% (Q3 24/25)	Green	'-0.4% (Q2 24/25)	0.7% (Q1 24/25)	0.6% (Q4 23/24)	↑	0.9% (Q3 23/24)
Capital expenditure against capital allocations	'=100%	86.9% (Q3 24/25)	Amber	86.9% (Q2 24/25)	86.9% (Q1 24/25)	88% (Q4 23/24)	↓	88% (Q3 23/24)

# Latest Financial Summary

The following graphs summarise the financial performance of the council. Full details are contained in this report.

The graphs and charts are compiled using quarter 3 forecast information.

The latest revenue forecast outturn shows an underspend of £3.493m (0.52%).

Overspends on Families & Communities have been offset by additional Social Care Grant received in year, helping to bring this area to breakeven at Q3.

Economy, Infrastructure & Skills have seen savings increase primarily due to staffing vacancies and reduced payments to operators in Transport & Connectivity.

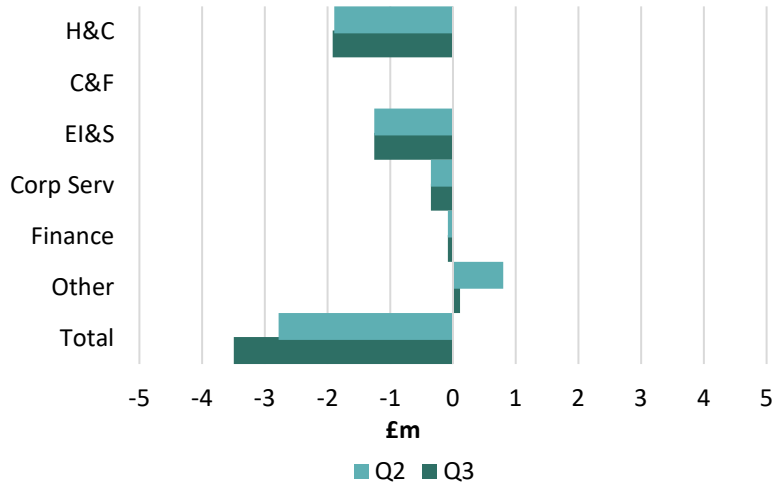
In Health & Care, savings have arisen from the Adult Social Care Discharge Grant being used to meet the Independence at Home Reablement Service during its second year of operation.

Savings are categorised into confidence of delivery. There are £5.404m savings as part of the MTFs. £0.480m of these savings have been delivered and £1.500m has a high confidence of being delivered, whilst the remaining £3.424m of savings marked will be undelivered in 2024/25.

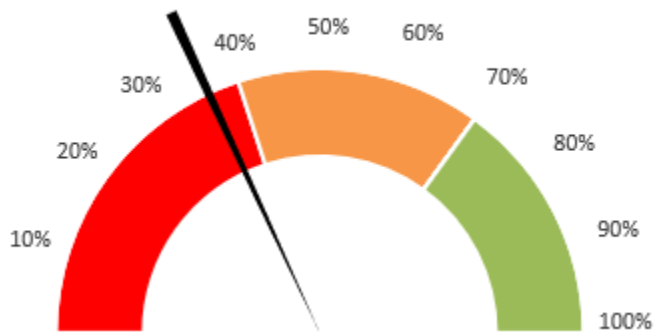
The latest capital outturn projection is £169.9m, compared to the quarter 2 position of £172.7m, a decrease of £2.8m. This projection is a fully funded position. There have been movements across the whole capital programme, with the increases in Families & Communities towards the purchase of six new children's homes and school upgrades offset against multiple savings across the board, most significantly in Property, Health and Care and Economy, Infrastructure and Skills.

Within the national context, the latest consumer price index is 3.5%. Interest rates reduced to 5% at the start of August 2024. GDP is estimated to have increased by 0.1% to October 2024, compared to July 2024. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

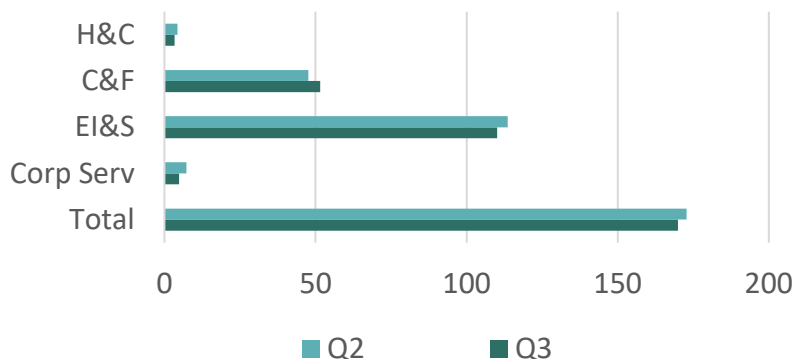
## Revenue Budget Variance



## Savings Tracker – Target £5.404m



## Capital Programme





### Introduction

### Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast underspend of £3.493m (0.52%), compared to the balanced budget.
2. The following paragraphs consider the key financial issues in each of the council's portfolios.
3. **Health and Care** **Forecast – £1.917m saving**
4. There are a range of cost pressures in Health and Care from both rising demand and prices. These are currently being contained within the assumptions in the Medium Term Financial Strategy (MTFS). The approved Health and Care Directorate budget has increased by £3.902m following the allocation of additional one-off Social Care Grant to offset additional pressures.
5. As a result of an interim review, early indications suggest an increase to the Health and Care provision for bad debts is likely to be required. This will be finalised as part of set final accounts processes and is proposed to be managed through the use of the Health and Care reserve therefore having no impact on the forecast outturn position.
6. *Public Health and Prevention* *Forecast – Breakeven*
7. The Public Health budget is forecast breakeven. A proposed transfer of £1.088m to the Public Health Ringfence reserve has been assumed to arrive at the forecast breakeven position. This is after considering an amount funded from the bought forward Contained Outbreak Management Funding (COMF).
8. In December 2024, the Council was notified of an additional allocation of Public Health Grant of £0.704m in relation to Agenda for Change costs. Commissioners and MPFT colleagues are working to agree the apportionment of this additional grant across the three contracts affected by Agenda for Change. These contracts are Drugs and Alcohol, Sexual Health and the 0-19 Service which sits under Children's Public Health.

### Appendix 3 – Quarter 3 Finance Report

9. *Adults Social Care & Safeguarding* *Forecast - £0.718m saving*
10. The Adults Social Care & Safeguarding budget is forecast to generate savings of £0.718m at quarter 3.
11. There are savings of £0.302m because of staff vacancies in the Adults Learning Disability Team (ALDT). The vacancies are planned to be filled during the year to ensure adequate capacity to complete assessments and reviews. There are also staffing vacancies across Adults Social Care & Safeguarding generating a further saving of £0.314m
12. The Imperium project has now completed and the application of £0.102m from the Health and Care reserve is assumed to accommodate these costs.
13. *In House Provider Services* *Forecast – £1.970m saving*
14. The In House Provider Services budget is forecast to make savings of £1.970m at quarter 3.
15. The Independence at Home reablement service is in its second year of operating. The cost is being fully met this year by the Adult Social Care Discharge Grant, creating a saving of £2.305m. The Complex Needs service and Residential services are forecast to overspend by £0.335m. This is largely due to the vacancy factor built into the staff budgets not being realised.
16. *Care Commissioning* *Forecast - £0.771m overspend*
17. The Care Commissioning budget is forecast to overspend by £0.771m at quarter 3. Growth was built into the MTFs for 2024/25 to reflect the anticipated impact of demographic changes and inflationary pressures within Care Commissioning.
18. The Learning Disability placement budget is forecast to overspend by £0.355m. There are pressures on the Residential and Supported Living budgets that are offset by a reduction in the cost of direct payments and additional income.
19. The Mental Health budget is forecast to overspend by £3.322m, largely due to a growth in supported living placements in recent years and an increase in the number of people aged over 75 being supported.

### Appendix 3 – Quarter 3 Finance Report

20. The placement budget was increased in recognition of the growth in placement costs during the last few years but there remains a risk of further increases in referrals as we move through the year. There is a high risk that Mental Health placement costs will exceed budgets again this year. Commissioners are working to reduce this risk.
21. There is a £0.070m forecast saving on the Carers and Advocacy contracts due to lower activity than assumed in the budgets. These are offset by the cost of the Learning Disability and Autism Personal Social Inclusion navigation service which has created a pressure of £0.295m.
22. There is a forecast overspend of £2.511m on Older People and Physical Disabilities, including Extra Care Contracts, after considering full application of Better Care Fund income. This is due to a rise in residential and nursing placements, particularly Older People nursing. The impact of the work ongoing to increase Block Booked Bed (BBB) usage is expected to have a mitigating impact on this position. This is being monitored and will be subject of future reports as and when actual cost benefits are realised.
23. Increases in Legal costs are resulting in a forecast overspend of £0.192m on the Care Act budget offset by other variances in the Care Commissioning budget resulting in a saving of £0.074m.
24. There remains a risk of further increases in demand and price. Commissioners continue to explore actions to mitigate these and avoid recurring pressures. The recommissioning of Supported Living contracts is taking place this year and there is a risk that this could create further additional cost pressures to be managed.
25. The forecast pressures have been offset against the additional £3.902m added to the Health and Care budget in-year from additional Social Care Grant received. This is currently expected to be a one-off allocation, but future year grant levels are to be determined. Other favourable variances totalling £1.740m from across Care Commissioning budgets as a result of revised budget contingency commitments for redundancy, reablement and completed projects.

## Appendix 3 – Quarter 3 Finance Report

### 26. Children & Families

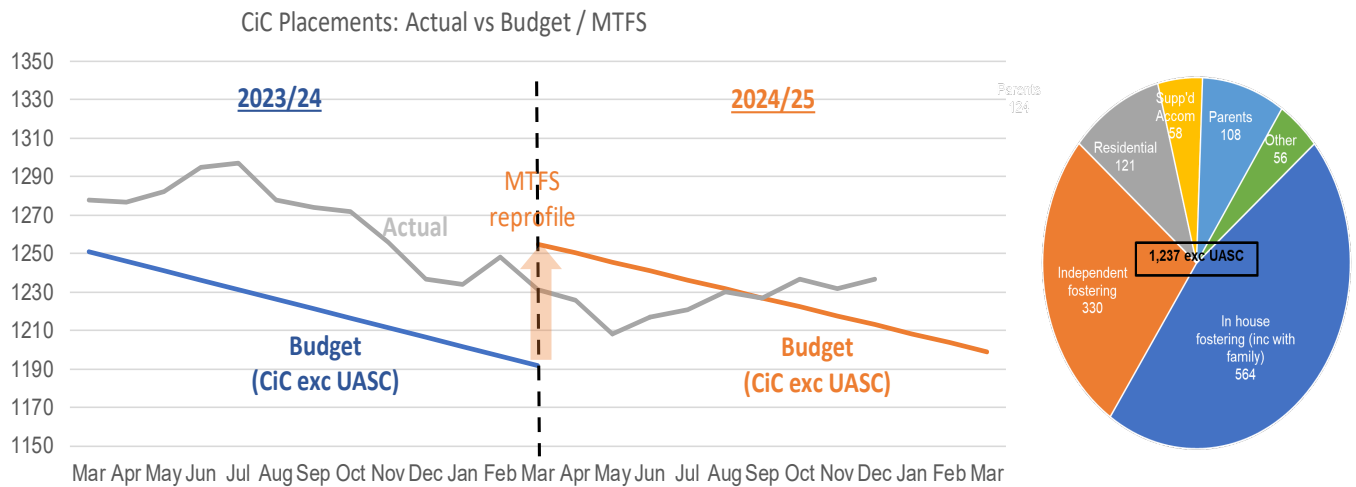
### Forecast - Breakeven

#### 27. Children's Services

Forecast - £0.500m overspend

28. Children's Services is forecast to overspend by £0.500m at quarter 3.

29. At the end of August, the number of Children in Care (CiC) was 1,296 (1,237 excluding Unaccompanied Asylum Seekers). Despite a reduction in numbers earlier in the year, rises in recent months have seen the overall demand return to a level broadly in line with this time last year. This is higher than that afforded within the budget and there is a forecast underlying overspend this year of £5.300m, most significantly due to higher than expected reliance on more expensive residential provision and unregulated placements.

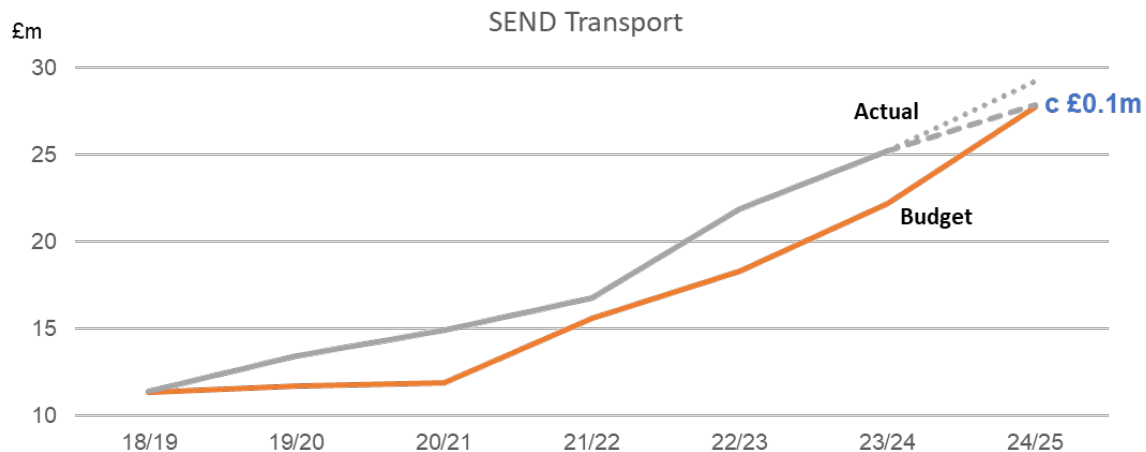


30. Through various service performance and improvement programmes, action is being taken to bring forward the operational and cultural improvements required, for example, as identified in the latest Ofsted report, and address as far as possible pressures for CiC Placements, including:

- Continuously monitor the thresholds for children entering care, especially those requiring residential provision.
- Review and expand Edge of Care provision to mitigate and avoid escalation.
- Review and improve the reunification support offer.
- A review of all existing children in care by cohort, considering areas working well and areas for potential improvement.
- Maximise income contributions from key partners.
- Engaging with providers to actively source quality placements and ensure a vibrant market so that costs of care are competitive.

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31. There are also other net savings of £0.900m from one off savings and additional grant monies, for examples, the Unaccompanied Asylum Seeking Children (UASC) grant, to provide for an overall net underlying overspend in Children’s Services of £4.400m. This is offset by the redistribution of additional one-off government social care grant of £3.900m to provide the £0.500m overspend position.
32. *Education Services* *Forecast - £0.100m overspend*
33. The Education Services position at quarter 3 is an overspend of £0.100m. This is primarily due to pressures in SEND transport which in recent years has seen a significant increase in demand as a result of the rise in EHCPs and continues to be the most significant financial risk within Education Services.
34. Despite further increases in budget, it was initially anticipated that a further overspend of £1.500m could arise this year. However, as a result of the improvements and actions that have so far been achieved this year following a review of SEND transport to mitigate anticipated further future rises in demand and costs, for example, improving average occupancy levels and identifying the most efficient transport routes, the pressure this year has been largely mitigated. Going forward the continuing rise in demand for SEND transport and the ability to absorb those additional costs within budget through further year on year efficiency gains remains a significant challenge.



35. This is lower than previously forecast and reflects the improvements and actions that have so far been achieved this year following a review of SEND transport to mitigate anticipated further future rises in demand and costs as far as possible, for example, improving average occupancy levels and identifying the most efficient transport routes

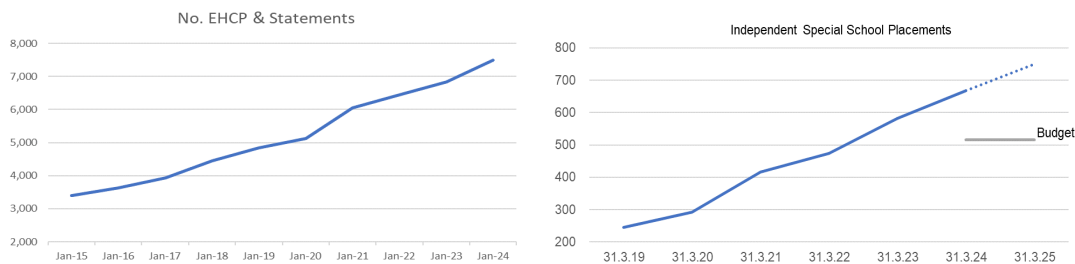
## Appendix 3 – Quarter 3 Finance Report

36. There is a further net pressure of £0.900m across Education Services mainly due to pressures in Educational Psychology & Specialist Support and SEND Assessment services to meet the continuing increasing demand for EHCP assessments leading to additional locum support and agency costs. These are offset by other underspends from historic teacher pensions contributions, and within the school admissions and planning teams due to extra income. This provides for a forecast overspend overall of £0.100m

37. *SEND High Needs Block*

38. The High Needs Block is forecast to overspend by £28.0m and reflects:

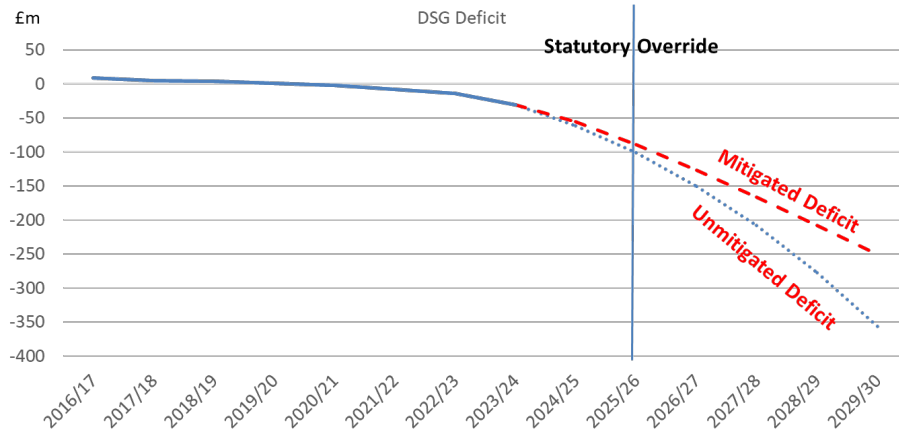
- Continuing growing demand for SEND support. This is impacting across all areas including more expensive placement costs within the Independent sector with numbers now more than double what they were just four years ago and new placements now averaging typically £0.070m per annum and rising:



- Increasing complexity of need and costs impacting across all areas.
  - From April 2022, the County Council implemented a new 'Education Banding Tool' for assessing a child's EHCP needs. Following concerns of increasing costs, this has been temporarily suspended whilst further consideration is taken.
39. This is a position shared by many Councils across the sector. The Government has put in place a 'statutory override' requiring that accumulated DSG deficits should remain ringfenced separate to the Council's other reserves and that this has now been extended through to end of 2025/26.
40. Accordingly this overspend will be charged against the DSG reserve which, at the end of 2023/24, was £31m in deficit and, given the expected overspend this year, will deepen further to over £55m in deficit at the end of 2024/25 after allowing for other transfers from Early Years Block, Central Block and most significantly, surplus growth fund contributions as approved by schools forum.

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41. This is in line with previous forecasts and the Council’s Deficit Management Plan, which is consistent with the wider objectives outlined in the SEND Strategy, outlines the targeted interventions that will seek to mitigate the existing shortfall. This will take time and is unlikely to address in full the worsening position without further Government support:



42. **Partnerships & Wellbeing** **Forecast - £0.600m saving**

43. The forecast position for Partnerships & Wellbeing is a saving of £0.600m. This is mainly due to the Early Years restructure, which has been delayed from the original go live date in January 2025 to March 2025. Recruitment to new roles is currently taking place and, whilst some additional agency support has been utilised temporarily, this has resulted in the one-off saving this year of £0.600m.

44. A large majority of the Wellbeing and Partnerships budget is funded from government grants including the Household Support Fund (£11.000m, due to end in September 2024, but extended through to Mar 2025), Building Resilient Families and Communities (BRFC, £2.900m, which will be included as part of the new Children and Families Grant in 2025/26) and the Wraparound Childcare Programme (£2.500m, with a further £1.200m in 2025/26), as well as Resettlement funding to support the resettlement of refugees.

45. **Economy, Infrastructure & Skills** **Forecast - £1.255m saving**

46. **Business & Enterprise** **Forecast - £0.203m saving**

47. Business & Enterprise is forecast make saving of £0.203m at quarter 3. Savings have been generated from additional income from various temporary grants and from increased income received from businesses. Other additional income is the result of vacancies across the service.

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48. Going forward from the 2025/26 financial year there is uncertainty around a number of grants and temporary funding streams, and this will be managed carefully by the service with the support of finance.
49. *Infrastructure & Highways* *Forecast - Breakeven*
50. Infrastructure & Highways is forecast to have a breakeven position at quarter 3, although there are various pressures and savings across the service.
51. This position assumes that additional network management income and savings due to staffing vacancies in the school crossing patrol teams, and savings on the environmental teams in Community Liaison will be used to offset a budget pressure due to additional highways maintenance works.
52. *Transport, Connectivity & Waste* *Forecast - £1.296m saving*
53. Transport, Connectivity & Waste is forecast to generate savings of £1.296m at quarter 3. The impact of the DfT Toolkit review at this stage is still unknown.
54. Transport & Connectivity are forecast to make savings of £1.299m. This is due to savings on concessionary fares budget resulting from reduced payments to operators of £1.100m. A further £0.163m of savings is related to staffing vacancies across the service. Other minor savings across the Transport & Connectivity service total £0.036m.
55. The Sustainability & Waste budget is forecasting an overspend of £0.003m at quarter 3. Pressures resulting from repairs and maintenance to boilers and a shortfall on RHI income total £0.031m, which has mostly been offset by a reduction in wood chip purchases due to a shortage of supply, creating a saving of £0.028m.
56. *Skills* *Forecast - £0.341m saving*
57. Skills is forecast to forecast to generate savings of £0.341m at quarter 3. Savings have been generated by the Careers and Participation Service of £0.346m after it was brought back in house last year. The saving is earmarked for future funding of the Staffordshire Jobs and Careers Service and the Careers Hub, enabling these services to be permanently funded.



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58. Additional savings are coming from staff vacancies, which are earmarked for posts and regrades as part of a service restructure. It has also been possible to fund a pilot of the Supported Employment project with this temporary saving. There is a pressure related to reduced ESFA funding for Community Learning and this will be funded from reserves. Work is underway to understand the funding opportunities in 2025/26 financial year related to Connect to Work and Multiply activities.

59. *Culture, Rural & Communities* *Forecast - £0.168m saving*

60. The Culture, Rural Communities budget is forecast to make savings of £0.168m at quarter 3.

61. Savings have been generated from one off staffing savings on Libraries of £0.171m, offset by additional costs for people counters, totalling £0.019m.

62. Joint Coroners Service pressure of £0.067m is offset by a contribution from the Coroners contingency budget to fully offset this pressure. All additional pressures associated with animal welfare cases and additional legal costs have been offset additional income not budgeted for, items like cattle sales, a contribution of £0.050m from the Public Health COMF grant and £0.095m contribution from reserves.

63. *EI&S Business Support* *Forecast - £0.753m overspend*

64. The EI&S Business Support budget is forecast to overspend by £0.753m at quarter 3. This overspend is the result of a provision made as a contribution to reserves of £0.753m to help fund improvements in the Rights of Way service during 2025/26 and 2026/27.

65. **Corporate Services** **Forecast - £0.353m saving**

66. Corporate Services is forecast to make savings of £0.353m at quarter 3. Savings have arisen from staffing vacancies across the directorate, including Business Support saving £0.215m, Strategy & Transformation saving £0.100m, Assets saving £0.125m, Governance saving £0.038m and People Services saving £0.060m.

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67. Savings across the directorate have risen further with an increase in income in Legal Services of £0.194m, People Services of £0.035m and Strategy & Transformation of £0.010m.
68. These underspends have been offset by £0.424m that will be taken to reserves at year end to help fund improvements in the Rights of Way service during 2025/26 and 2026/27.
69. **Finance** **Forecast - £0.082m saving**
70. The Finance Directorate is forecast to make savings of £0.082m at quarter 3. This is due to staffing vacancies in the service, including Corporate Accounting saving £0.077m, Treasury & Pensions saving £0.050m, Financial Management saving £0.014m and Decision Making Support saving £0.020m. Savings are further increased from an increase of income in Insurance totalling £0.024m, as well as a range of minor savings in Internal Audit, totalling £0.011m.
71. These savings are offset by pressures from costs associated with the Integra upgrade of £0.114m
72. **Centrally Controlled** **Forecast - £0.113m overspend**
73. The centrally controlled budgets are forecast to have a pressure of £0.113m at quarter 3.
74. *Central Accommodation* *Forecast - £0.200m saving*
75. There is a forecast saving of £0.200m on Central Accommodation at quarter 3 due to the reduction in rental payments for properties.
76. *Pay Contingency* *Forecast - £0.687m saving*
77. There is a forecast saving of £0.687m on the Pay Contingency at quarter 3 due to the budget not needing to be used to fund the public sector pay increase that was agreed nationally in November 2024.

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78. *Insurances* *Forecast - £1.000m overspend*
79. Insurances is forecast to overspend by £1.000m at quarter 3. Though the quantity and cost of insurance claims are following a slightly lower trajectory to the 2023/24 financial year, which was also overspent, with the Winter months claims still to come in, the forecast has been kept at £1.000m overspent to be prudent, though there is potential for this to be reduced if claims between January and March are lower than expected.
80. **Capital Forecast**
81. Appendix 5 compares the latest capital forecast outturn of £169.939m, a decrease of £2.804m from the quarter 2 forecast of £172.743m. The key reasons for this decrease of £2.804m are set out in the following paragraphs.
82. **Health and Care** **Forecast spend £3.373m**
83. There has been a decrease forecast spent of £0.921m from the quarter 2 report across Health and Care. This is due to the reprofiling of budgets to and from 2025/26 on Care & Independence totalling savings of £1.422m on projects including Hawthorne House £0.587m, Adult Social Care Provider Monitoring System £0.050m, Douglas Road Respite Services £0.624m and the Care Director Upgrade £0.170m. These savings are slightly offset by a minor pressure of reprofiling on the Brackenberry Renovation of £0.009m.
84. The introduction of a new project to acquire a property to facilitate drug and alcohol support services in Public Health & Protection has seen increased costs of £0.501m due to the additional refurbishment costs in addition to the initial purchase price.
85. **Children and Families** **Forecast spend £51.583m**
86. There has been an increase of £3.929m since the quarter 2 return in Children and Families.
87. *Maintained Schools* *Forecast Spend £50.256m*
88. Increases since quarter 2 for Maintained Schools are due to the impact of a number of budget refinements across the Education programme, the most significant being the introduction of Section 106 developer funding of

### Appendix 3 – Quarter 3 Finance Report

£10.489m, which has been offset by the reprofiling of prior years Basic Needs funding of £3.500m. With other minor adjustments across the programme, the net total increase is £6.942m.

89. *Wellbeing & Partnerships* *Forecast spend £0.410m*

90. Wellbeing & Partnerships has seen a decrease of £1.234m from the quarter 2 position due to the reprofiling of budget into 2025/26 to better reflect the updated project timeline and anticipated cashflow.

91. *Vulnerable Children's Projects* *Forecast spend £0.917m*

92. Vulnerable Children's Projects has seen a decrease in forecast spend of £1.780m from the quarter 2 outturn due to the reprofiling of budget into 2025/26, in line with current property acquisition timelines.

93. **Economy, Infrastructure and Skills** **Forecast spend £110.152m**

94. *Economic Planning & Future Prosperity* *Forecast spend £5.621m*

95. There has been a decrease in forecast spend of £0.464m since the quarter 2 report. This is the net result of budget rephasing and contingency refinements into 2025/26 on a number of projects, with savings from the Forward Programme rephased £0.110m, i54 Strategic Employment site £0.073m, i54 Western Extension £0.091m, North of Stafford SDL £0.028m, Eastgate Regeneration £0.116m and Stafford Future High Street £0.030m.

96. Rephasing pressures include Newcastle Enterprise Centre £0.108m and various other minor amendments totalling £0.004m. In addition, a new project has been introduced, Business Innovation Centre alterations £0.020m.

97. County Farms forecast spend has decreased by £0.140m from the quarter 2 report due to the reprofiling of budget relating to the Farm Reinvestment Programme into 2025/26 and 2026/27.

98. *Highways Schemes* *Forecast spend £95.350m*

99. There has been a decrease of £0.165m since the quarter 2 report.

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100. Decreases in forecast spend are due to the rephasing of remaining Stafford Western Access Route budget in line with current predicted timeframe for future land costs and compensation obligations given complexities and potential external factors influencing the timing of when potential costs will be incurred.
101. These savings are offset by various movements across the Highways programme, including slippage of SSRP expenditure into 2025/26; acceleration of Carriageways and Bridge works to be funded from previously approved SCC Highways Investment profiled in future financial years rephased into 2024/25.
102. Levelling Up Fund programme of works reflects similar delivery forecasts as per Q2 position and funding packages now includes previously approved SCC funding rephased from 2026/27 into 2024/25. Funding strategies are currently being explored in order to address the IT Block funding pressure.
103. *Skills* *Forecast Spend - £0.065m*
104. There has been a decrease of £0.598m in the forecast spend in the quarter 2 report. This is due to the reprofiling of project budget to 2025/26 in light of delays with BDUK, eligibility changes and voucher amount amendments.
105. *Rural County (Countryside)* *Forecast Spend - £0.400m*
106. There has been a decrease of £0.281m in forecast spend since the quarter 2 report. This decrease is due to the rephasing of Greenways ARF budgets over 5 years, saving £0.300m and rephasing of M6 Toll costs over 4 years, saving £0.063m, and minor savings at Chasewater of £0.003m.
107. These savings are partially offset by reprofiling of budgets into 2024/25 across multiple projects, including Reinventing Chasewater £0.029m, Cannock Chase Discovery Centre £0.037m and Revitalising Staffordshire Way £0.019m.
108. *Waste & Sustainability Projects* *Forecast Spend - £3.404m*
109. There has been a decrease in forecast spend of £0.939m since the quarter 2 report. Waste has decreased forecast spend of £0.689m due to the rephasing of Apedale Land Purchase for Newcastle HWRC, which is now expected to complete in 2025/26, totalling £0.900m. This is offset by rephasing of budgets on the HWRC Investment programme, increasing forecast spent by £0.211m.

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110. Sustainability has decreased spend of £0.250m due to the rephasing of £0.250m into 2025/26 of Zero by Nature project funding whilst planting strategies are finalised. This now means that no forecast spend is expected on Sustainability in 2024/25.
111. *Connectivity* Forecast Spend - £2.454m
112. There has no change in forecast spend of £2.454 compared to the quarter 2 report.
113. **Property, Finance and Resources & ICT** Forecast spend **£4.831m**
114. There has been a decrease of £2.407m in forecast spend compared to quarter 2, with no changes forecast to ICT and County Fleet Care.
115. Strategic Property has reduced spend of £2.407m resulting from savings from budget reprofiling across a number of projects, including District Property Rationalisation £1.259m, Burntwood Youth Centre re-development £0.088m, Wombourne Library refurbishment £0.199m. These savings are offset by the introduction of a new project for the Burton Library equipment upgrade £0.265m, funded by LIF grant.
116. Other projects have seen their budgets removed due to no further costs being identified moving forwards, including £1.000m of repairs and maintenance, Kingston Centre partial demolition £0.036m and Seabridge Centre £0.090m.
117. **Financial Health**
118. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2024/25 budget setting process.
119. There have been 98.5% of invoices paid within 30 days of receiving them at the end of December 2024, exceeding the financial health indicator target.
120. The Debt Key Performance Indicator (KPI) is set at £27.75m for 2024/25.
121. The estimated level of outstanding sundry debt over 6 months old is £29.747m. This is over the 2024/25 target of £27.75m by £1.997m. This position is an increase of £1.952m from the quarter 2 report. This increase is in line with an increased volume of transactions relating to adult social care. The debt

### Appendix 3 – Quarter 3 Finance Report

recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt.

122. The level of CCG health debt over 6 months old is now £0.108m, £1.092m below the target figure.
123. Non-Residential Client debt now stands at £19.713m. For both adult social care residential and non-residential debt, our key performance indicator, collectible debt over 6 months is not within its target. Debt has increased in line with the increased value of invoiced income.

<b>Debtor Type</b>	<b>2024/25 Target</b>	<b>30/09/2024</b>	<b>31/12/2024</b>	<b>Increase / (Decrease)</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Health Bodies & CCGs	1.200	0.319	0.108	<b>(0.211)</b>
Other Govt. and Public Bodies	2.800	1.115	2.047	<b>0.932</b>
Other General Debtors (Individuals & Commercial)	5.200	5.395	5.306	<b>(0.089)</b>
H&C Non-Res Client Debt	16.350	18.562	19.713	<b>1.151</b>
H&C Residential Client Debt	2.200	2.404	2.573	<b>0.373</b>
<b>TOTAL</b>	<b>27.750</b>	<b>27.795</b>	<b>29.737</b>	<b>1.952</b>

124. **Prudential Indicators**
125. Appendix 7 provides a forecast outturn performance against the Prudential Indicators approved as part of the 2024/25 budget setting process.
126. The County Council operates within the limits and prudential indicators for Treasury Management as set out in the County Council's Treasury Management practices, except for the indicator relating to variable interest rates. This indicator is calculated based on the highest expected cash balance in year, but this was surpassed towards the end of last financial year when forward funding was received.



### **Appendix 3 – Quarter 3 Finance Report**

127. Given the current volatile economic situation, these indicators are being monitored even more closely than usual. At the time of writing it is considered that the Treasury Management Strategy does not need amending, but this will be subject to regular monitoring and any changes will be reported to Cabinet as part of the Half Year Treasury Management report.

## Revenue Forecast Outturn 2024/25









	Revised Budget Qtr 3 £m	Forecast Outturn £m	Total Variation £m
<b>Health and Care</b>			
Public Health & Prevention	32.653	32.653	0.000
Public Health Ring Fenced Grant	(32.653)	(32.653)	0.000
Adult Social Care & Safeguarding	36.871	36.153	(0.718)
Care Commissioning	245.124	245.895	0.771
In House Care Services	11.122	9.152	(1.970)
ASC Capacity and Discharge Fund	(7.643)	(7.643)	0.000
ASC Market Improvement & Sustainability Fund	(15.496)	(15.496)	0.000
Improved Better Care Fund	(32.709)	(32.709)	0.000
<b>Health and Care Total</b>	<b>237.269</b>	<b>235.352</b>	<b>(1.917)</b>
<b>Children and Families</b>			
Children's Services	149.565	150.065	0.500
Children's Public Health	10.494	10.494	0.000
Public Health Ring Fenced Grant	(10.494)	(10.494)	0.000
Education Services	45.930	46.030	0.100
Wellbeing & Partnerships	11.362	10.762	(0.600)
<b>Families &amp; Communities</b>	<b>206.857</b>	<b>206.857</b>	<b>0.000</b>
<b>Economy, Infrastructure and Skills</b>			
Business & Enterprise	2.722	2.519	(0.203)
Infrastructure & Highways	42.133	42.133	0.000
Transport, Connectivity & Sustainability	50.590	49.294	(1.296)
Skills	2.964	2.623	(0.341)
Culture, Rural & Communities	15.032	14.864	(0.168)
EI&S Business Support	1.224	1.977	0.753
<b>Economy, Infrastructure and Skills Total</b>	<b>114.665</b>	<b>113.410</b>	<b>(1.255)</b>
<b>Corporate Services Total</b>	<b>43.559</b>	<b>43.206</b>	<b>(0.353)</b>
<b>Finance Total</b>	<b>12.914</b>	<b>12.833</b>	<b>(0.082)</b>
<b>Total Portfolio Budgets (Saving)/Overspend</b>	<b>615.264</b>	<b>611.658</b>	<b>(3.606)</b>
<b>Centrally Controlled Items</b>			
Interest on Balances & Debt Charges	18.055	18.055	0.000
Centrally Controlled	26.585	26.698	0.113
Capacity Fund	0.343	0.343	0.000
Care Market Pressures	0.000	0.000	0.000
Digital Investment	0.000	0.000	0.000
Investment Fund	2.050	2.050	0.000
Traded Services / Business Partner	(1.093)	(1.093)	0.000
Contingency	15.000	15.000	0.000
<b>Net Revenue Budget (Saving)/Overspend</b>	<b>676.204</b>	<b>672.711</b>	<b>(3.493)</b>

**CAPITAL PROGRAMME 2024/25**

	<b><u>Quarter 2 Budget</u></b>	<b><u>Enhancements to Programme</u></b>	<b><u>Quarter 3 Budget</u></b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Health and Care</b>			
Care and Independence	4.005	(1.422)	2.583
Public Health & Prevention	0.289	0.501	0.790
<b>Health and Care Total</b>	<b>4.294</b>	<b>(0.921)</b>	<b>3.373</b>
<b>Children and Families</b>			
Maintained Schools	43.313	6.943	50.256
Academy Conversion Residual	0.000	0.000	0.000
Wellbeing & Partnerships	1.644	(1.234)	0.410
Vulnerable Children's Projects	2.697	(1.780)	0.917
<b>Children and Families Total</b>	<b>47.654</b>	<b>3.929</b>	<b>51.583</b>
<b>Economy, Infrastructure and Skills</b>			
Economic Planning & Future Prosperity	6.085	(0.464)	5.621
Highways Schemes	95.515	(0.165)	95.350
Connectivity	2.454	0.000	2.454
Skills	0.663	(0.598)	0.065
Rural County (Countryside)	0.681	(0.281)	0.400
Tourism and Culture	3.816	(0.958)	2.858
Waste & Sustainability Projects	4.343	(0.939)	3.404
<b>Economy, Infrastructure and Skills Total</b>	<b>113.557</b>	<b>(3.405)</b>	<b>110.152</b>
Trading Services - County Fleet Care	0.935	0.000	0.935
Finance, Resources & ICT	0.911	0.000	0.911
Property	5.392	(2.407)	2.985
<b>Total</b>	<b>172.743</b>	<b>(2.804)</b>	<b>169.939</b>

Financial Health Indicators 2024/25

Appendix 6

Indicator	Current Performance		
<p><u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £27.75m (Current Performance – £29.75m).</p>			
<p><u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance as at December 2024 – 98.5%).</p>			
<p><u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months.</p> <p>The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget.</p> <p>Quarterly monitoring reports of progress against MTFS savings have been produced for the Senior Leadership Team during the last 12 months.</p>			
 Indicator not met	 Indicator not met by small margin	 Indicator met	

**Appendix 7**

**Prudential Indicators 2024/25**

<b>Indicator</b>	<b>Budget 2024/25</b>	<b>Forecast 2024/25</b>
	<b>£m</b>	<b>£m</b>
External Debt – Authorised Limit for borrowing	625	577
External Debt – Authorised Limit for other liabilities	77	64
<i>Total</i>	<i>702</i>	<i>641</i>
External Debt – Operational Boundary for borrowing	487	399
External Debt – Operational Boundary for other liabilities	77	64
<i>Total</i>	<i>564</i>	<i>463</i>
External Debt - Loans	508	399
Interest Rate Exposures – Upper Limit (Fixed)	537.2	399
Interest Rate Exposures – Upper Limit (Variable)	(450.0)	(399)
Upper limit for total principal sums invested for longer than a year	245.0	30
Estimate of Capital Expenditure	168.0	169.9
Estimate of Loans Capital Financing Requirement (CFR)	579.6	570.9
Gross Debt – External Loans (Should remain below CFR, except in the short term)	579.6	399
Proportion of financing costs to net revenue stream – Financing Costs	21.7	18.0
Proportion of financing costs to net revenue stream – Proportion of Net Revenue Stream - %	3.2%	2.7%