

Cabinet Meeting on Wednesday 17 July 2024

Integrated Performance Report - Quarter 1, 2024/25



Cllr Alan White, Leader of Staffordshire County Council said:

“In Staffordshire our priorities continue to be to support people to live independently for as long as possible, grow our economy sustainably and improve our roads.

“We have seen a reduction in unemployment and children in care and our economy go from strength to strength, from our business support programmes to delivery of major development projects across the county – all with significant progress. This leads to better paid, better skilled jobs which is good news for our communities.

“Significant challenges remain, notably with social care, but we have coordinated and targeted plans in place to deal with these.”



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

“Our recently announced £8 million investment in road improvements across the county reflect our residents’ priorities and demonstrates a commitment to us as a county council.

“In the last quarter we have seen our drug and alcohol service successfully transferred to a new provider, and a reduction of children in care reduces the impact on our finances – though it’s imperative that their needs are met.

“This report demonstrates that we’re a well-managed council which is also successful in securing additional funding wherever possible.”

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. Approves £0.800m of revenue funding from the Contingency budget in delivery of the Highways Recovery Plan.
- c. Approves bringing forward capital funding of £5.170m into 2024/25 from the Phase 3 Highways Investment for 2025/26, in delivery of the Highways Recovery Plan.

Local Members Interest
N/A

Cabinet – Wednesday 17 July 2024

Integrated Performance Report - Quarter 1, 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.
- b. Approves £0.800m of revenue funding from the Contingency budget in delivery of the Highways Recovery Plan.
- c. Approves bringing forward capital funding of £5.170m into 2024/25 from the Phase 3 Highways Investment for 2025/26, in delivery of the Highways Recovery Plan.

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 1 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 57 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 1 (April – May 2024) Summary

Key Highlights & Challenges

Key highlights

- **Number of Children in Care:** Number has further reduced, reflecting significant work that has taken place to bring overall numbers down, while continuing to make sure the right children are in care.
- **Drug and Alcohol Treatment Services:** Successfully transferred the service from the previous provider to MPFT. Initial indications are positive.
- **Employment and Skills Strategy:** Successful procurement of the council's apprenticeship levy training service and future Ignite programme for two years.
- **We Are Staffordshire:** Additional funding secured for 2024/25, which will include establishing a Staffordshire Film Office. Successful delivery of UKREiiF 2024 presence during May.
- **Highways Operational Delivery and Transformation:** Additional £8m Highways Recovery Plan announced in May. Successful completion of five structural maintenance schemes in May and June.

Key challenges

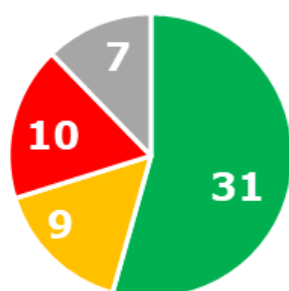
- **Supported Living:** Requirement for full consultation with providers has delayed final approval of the Commissioning Plan to Autumn 2024. Consultation will proceed after the general election and over the summer months.
- **Childrens Services Improvement:** Capacity to deliver the ILACS Plan remains challenging, however progress being made, including launch of supervision policy and the recommissioning of the Child Exploitation Service.
- **SEND Improvement:** Delays to the full rollout of the Staffordshire Enhanced District Inclusion Support (SEDIS) model. Five districts are ready to go live, with the remaining three districts able to access the SEND commissioning framework from September.
- **Home to School Transport Policy Implementation:** The number with an EHCP continues to increase, resulting in the number of routes required also increasing. During the quarter resources have been redirected to improve customer experience and parents are using the online application process for travel assistance.
- **Highways Operational Delivery and Transformation:** Levels of demand continue to be high, impacted by the adverse weather. Additional £8m Highways Recovery Plan being implemented to help improve defect response times.
- **Environment and Countryside:** Delays to the commencement of the Staffordshire Way audit, with meetings underway to agree a way forward.
- **Staffordshire Communities Strategy:** Draft strategy pushed back to September which will enable further engagement to take place during July and August.

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

Organisation Overview of Performance and Delivery

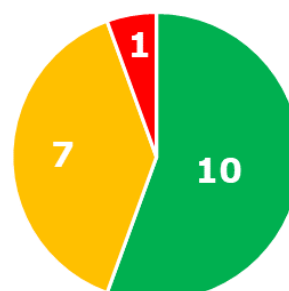
1. The charts and tables below show that at the end of May 2024, 54% of the council's strategic performance measures were on target and 56% of priority deliverables were on track. Details of the strategic performance measures can be found in Appendix 1.

Strategic Key Performance Measures - Performance against target



Red = Requires action
 Amber = Review
 Green = Good
 Grey = Not available or TBC

Delivery Plan Priorities - Performance against target



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

Strategic Performance Measures – Trend over Time

	April-May '24 (Q1 Outturn)	Q2 Outturn	Q3 Outturn	Q4 Outturn
Red	10 (18%)			
Amber	9 (16%)			
Green	31 (54%)			
N/A (TBC)	7 (12%)			

Delivery Plan Performance – Trend over Time

	April-May '24 (Q1 Outturn)	Q2 Outturn	Q3 Outturn	Q4 Outturn
Red	1 (6%)			
Amber	7 (39%)			
Green	10 (56%)			

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 May figure of 94% both above the target of 80% and an improvement over the same period last year. The **percentage of services sourced within timescale** also continues to show strong performance, rising to 95.3% in May, against a target of 75%.

4.Performance challenges include **care act assessments completed within 28 days** with performance of 73% remaining below the current target of 78.2%, however the council has completed a data cleanse exercise and is reviewing the target ahead of Quarter 2 reporting.

5.**Deprivation of Liberty Safeguard referrals outstanding after 21 days** remains above target at 525 days, however this an improvement from 669 at the end of April and an early indication that performance in improving. A new process has been agreed which should assist with better demand management.

Delivery Plan Performance Summary

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

Additional Nursing Home Capacity

6.Staffordshire County Council is planning to build two new nursing homes in Lichfield and Tamworth, in response to increasing demand from an aging population. They will use the latest in technology and innovation to provide high quality care. Proposals are currently being developed, with decisions due to be made by Cabinet later in the year, subject to assurance that this offers value for money. A Cabinet decision has been delayed from July to September enabling more time for further engagement and research to inform the future model for the two nursing homes. There are no resulting clinical, financial, legal or reputational risks of this delay.

Preparing for Adult Social Care Assurance

8.The council is preparing for a future assessment of local authority adult social services by the Care Quality Commission (CQC). The assessment could commence at any time before the end of 2025. During Quarter 1 the council has drafted all the required "Information Return" documents that would be shared with CQC at the start of the assessment. These documents will continue to be updated.

Supported Living

9.'Supported Living' is where people have the benefit of living in their community, in ordinary houses or flats with staff available to help them to live more independently. During Quarter 1 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. Positive engagement events have taken place with Supported Living Providers and full consultation is being planned to commence over the summer. This additional engagement will result in a delay for final approval of the Commissioning Plan to Autumn 2024.

Drug & Alcohol Treatment Services

10.The council has recently transferred its drug and alcohol treatment services to Midlands Partnership University Foundation Trust (MPFT), under a Section 75 Agreement, to provide drug and alcohol treatment alongside other services such as mental health, learning disability and adult social care, which will make it easier for people to get the help they need. Much work has taken place during the quarter to ensure the smooth transition of the service, which commenced from 1st April. All initial indicators have been positive, and a review of the service involving staff and stakeholders has now commenced. Recommendations from this review will be used to inform future service redesign and ensure capacity is there to meet demand and improve quality.

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

Key Performance Measures Summary

11.The **rate of children in care** in Staffordshire continues to fall, and is now 77.0 per 10,000 children, the lowest number for 3 months and lower than the same time last year. However it remains higher than statistical neighbours (67.3). The **average number of days between a child entering care and moving in with their adoptive family** also shows improvement compared to the previous year, but at 468 days remains above the target of 426 days. There is an increased focus on adoption

performance and work can feed into the Regional Adoption agency board, as appropriate.

12. The **percentage of initial child protection conferences held in time** has risen to 95.5% (against a target of 90%), above the previous 3 months, previous year and latest statistical neighbour figures. The **percentage of children’s social work assessments completed on time** has also improved compared with both the last 3 months and previous year, although it remains below target (79.3% vs 85% target). A focused 13-week performance plan commenced mid-June.

13. **Education, Health and Care Plan timeliness** remains below target at 42.5%, but improved performance has now been reported for four consecutive months. The backlog of 375 plans in progress has reduced further with 73 now remaining. The **percentage of children with an EHCP in mainstream schools** also continue to gradually improve (latest performance 33.2%) but remains below the target of 40%.

Delivery Plan Performance Summary

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

Children’s Services Improvement

14. 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 good 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 published in January which found that the service ‘required improvement to be good’.

15. Capacity to deliver the ILACS plan remains challenging, however progress is being made including the launch of the supervision policy which has provided a framework for what good supervision will look like. This will support the council to improve the management oversight. Early feedback from managers has been that this has been helpful and well received. The council has also held a development session with lead safeguarding partners to confirm and share their new roles and responsibilities as part of Working Together to Safeguard Children 2023. This will ensure that Chief Officers are clear and can support the partnership to improve the effectiveness of local arrangements. In addition, the Child Exploitation Service has been recommissioned and the

new provider is now fully operational, providing Return Home Interviews (RHI's) for Staffordshire's Children.

SEND Improvement

- 16.Improving support for children with Special Educational Needs and Disabilities (SEND) in Staffordshire is a priority for the council. The council is working with partners to deliver a range of activities including improvement work and operations management to deliver its SEND strategy and increase support for these children sooner, and within their local mainstream school, and increase special school places.
- 17.During Quarter 1 work has continued on the Enhanced Assess, Plan, Do, Review (EAPDR) process and the Staffordshire Enhanced District Inclusion Support (SEDIS) model to deliver the Accelerated Progress Plan (APP) and reduce the pressure on the High Needs Block. It was hoped to have all eight districts ready to go live with SEDIS in September. Five districts are ready to go live with this new model in September, with the remaining three districts able to access the SEND commissioning framework from September and early conversations with potential providers are looking promising for the council to conclude the commissioning process for the remaining areas in December.

Home to School Transport Policy Implementation

- 18.During 2024/25 the council is continuing to implement the updated SEND Home to School Transport process, including the promotion of personal travel assistance budget and the approach to the application of the Home to School Travel assistance policy, for statutory school age children.
- 19.Latest information continues to demonstrate the upward trend of children and young people with an Education, Health and Care Plan (EHCP) educated within a mainstream setting, however, the population with an EHCP continues to increase. With that, the number of routes required continues to increase. During Quarter 1 resources have been redirected to improve customer experience and parents are using the online application process for travel assistance. There has been an increase in the number of families accepting a personal travel assistance budget in line with the council's agreed actions. The number of children and young people traveling as a single occupancy journey also continues to be reviewed. Work continues to review Home to School Transport routes which will offer savings, reduce vehicle numbers therefore easing congestion at school sites and contributing to climate change targets.

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

Key Performance Measures Summary

20. Positive performance includes a reduction in the **claimant count** over the last two months in Staffordshire, compared to a significant increase nationally. This has led to an improvement in the gap between Staffordshire and England rates (1.1%).

Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Economic Growth and Skills	GREEN
We Are Staffordshire	GREEN

Economic Growth and Skills

21. Progress continues during the quarter to deliver the council's Economic Growth Strategy that will enable residents to have access to more good jobs and share the benefits of economic growth. With a draft shared evidence base covering Staffordshire and Stoke-on-Trent complete, work is now underway to develop the Economic Growth Strategy, including a review of existing regeneration programmes and priorities. Both are on track to be delivered by the end of September.

22. Through the delivery of the council's Employment and Skills Strategy residents will be given the skills to access higher value, better-paid jobs, across a wide range of priority sectors, helping to deliver a more diverse, inclusive, and sustainable economy. Quarter 1 delivery includes the successful procurement of the council's apprenticeship levy training service and future Ignite programme for the next two years.

We are Staffordshire

23. A key driver for positive perception change, increased awareness and business engagement in Staffordshire and beyond its borders is the council's Place Marketing work, with good progress made during this quarter. Highlights include successfully working with Staffordshire's district and borough councils and the private sector to secure additional funding. Some of the additional funding secured is supporting the delivery of a 3-year pilot for a Staffordshire Film Office, with work now underway to establish the office to promote Staffordshire as a location for film and TV. Furthermore, the successful delivery of Staffordshire's delegation at UKREiiF (UK's Real Estate Investment and Infrastructure Forum) under the We Are Staffordshire brand in May, has helped raise the county's profile through targeted activity as well as having a central

stand presence. The Staffordshire Ambassador Network also continues to grow, with membership now standing at over 300.

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

Key Performance Measures Summary

24. **Environment and Countryside volunteer hours remain** below target, with work on a new offer continuing to develop and plans for new visitor centre and Rights of Way Survey volunteers underway.

Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Climate Change and Net Zero	GREEN
Waste Management	GREEN
Environment and Countryside	AMBER

Climate Change and Net Zero

25. To make the county more resilient to climate change and work towards the council's net zero 2050 ambition, the council is working in partnership, and across the council, to deliver and continually evolve its climate change action plan. Key delivery during the quarter includes the council's work to facilitate a robust, future proof electric vehicle charging infrastructure in Staffordshire. The council, working with Midland Connects and operators, has initiated a location and capacity feasibility study which is on track to be completed in August. Work is also progressing on the annual review of the council's Climate Change Action Plan and a climate adaptation strategy to further safeguard the county in the event of extreme climate. This work is on track to be completed by September.

Waste Management

26. The council is committed to taking an environmentally and financially sustainable approach to waste management. Work is progressing on the council's Waste Minimisation Plan, which is being integrated into work around the Circular Economy. This will focus in the short term on zero waste. Continuing on from 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.

Environment and Countryside

27. 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. Good progress has been made during Quarter 1 on the Cannock Chase and Chasewater Country Park investment projects, with positive input from key stakeholders to date. Contracts for their feasibility studies are now out to tender with both on track to commence in late summer as planned. The Public Rights of Way Review continues with an initial outline of proposals to be completed by September.

28.Plans to carry out an audit in relation to restoring Staffordshire Way as a regional route have been delayed, with discussions taking place to agree a way forward. It is hoped that the audit will commence later in the summer.

Fix more roads, and improve transport and digital connections

Key Performance Measures Summary

29.Positive performance includes the **Capital maintenance delivery programme** which remains on track.

30.Challenges include the **timeliness of highway repairs**, which is slightly below target for emergency defects but there have been improvements in Category 1 and Category 2 timeliness of repairs, with both above target for May 2024. The wet weather has continued to cause high numbers of new defects and limited the crews’ productivity and operational activity, which have caused issues to remain on the highways network longer than required during this quarter.

Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Highways Operational Delivery and Transformation	AMBER

Highways Operational Delivery and Transformation

31.Following the very wet winter and spring, demand continues to be high in terms of identified new road defects for the time of year. In May the council announced an additional £8m Highways Recovery Plan to improve defect repair response times, reduce the overall workstack and improve resilience in anticipation for further wet winter in 2024/25. This prioritised extra work around operations will be incorporated into the Highways Transformation Programme (HTP) during 2024/25.

32.This work is in addition to the £53m already being spent on a range of major projects, vital road improvements and general road maintenance in 24/25. The programme remains on track with the extra investment having a positive impact.

33. Five structural maintenance schemes have been completed in May and June, including the A34 and A449 in Stafford, A34 Beecroft Roundabout in Cannock, A5121 in Burton, and Elliotts Way and Watery Lane in Codsall. Three schemes also started in June: A34 Gaol Square in Stafford, A527 Meadows Way in Biddulph, and the former A5127 Birmingham Rd in Lichfield.

How we Work: Communities, Culture and Digital

Key Performance Measures Summary

34. **Library visits** and **digital engagement with libraries** have both increased compared to the same month last year. May was Green Libraries month and saw an increase in activity on library social media.

35. Although **digital engagement with the Archives and Heritage service** is RAG rated Red this month, this is due to an exceptionally high comparator period in April 2023, which was the result of a new product launch.

36. Within Trading Standards, there has been a reduction in the percentage of **businesses that were either compliant when visited or brought into compliance** during the period, which is below target for May (85.3% vs 90% target). Poor animal welfare, illicit tobacco type activity and illegally imported food are the main issues impacting on results at the start of the financial year, but results are expected to improve in future months.

Delivery Plan Performance Summary

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

Staffordshire Communities Strategy

37. 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. Work is underway to test and further shape the development of the draft Strategy. The initial timescale of July, for approval of the final Strategy, has been delayed enabling further engagement with residents and partners to take place over the summer. Cabinet will now consider the final Strategy in September. To mitigate any further delays, work is underway now to refresh the council's

Communities Delivery Plan during the summer to incorporate the activity proposed under the draft Strategy.

Staffordshire Cultural Strategy

38. 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 by inspiring creativity, curiosity, and connection. As part of this work the council has agreed to deliver a new Cultural Strategy in the Autumn, to raise the profile and importance of culture, heritage, sport, and leisure across the county. During Quarter 1 a range of engagement activity with key partners, stakeholders, and residents on the draft themes for the new Strategy has been completed. Work is now underway to write the final Strategy which is on track to be considered by Cabinet in September.

Digital Innovation

39. Digital is fundamental to the way the council works as an organisation, as well as how it interacts with partners, citizens, and communities. Building on work done to date the council intends 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 the customer experience. During Quarter 1 work has continued across multiple priorities, including exploring opportunities across the council such as automation software to streamline operational processes and utilising AI to enhance best practice and free up capacity for added-value work. Furthermore, development of the council's new Digital Strategy, which will be going to Cabinet for approval in July, has continued at pace alongside redesigning the resources the council needs to take its digital work forwards. This new model is on track to go live in September.

Live within our means and deliver value for money

Key Performance Measures Summary

40. **Overall sickness absence** levels remain in line with the 11 day target, and show a slight improvement compared with last year (11.0 days vs 11.87 days last year). **Speed to answer phone calls** remains above target in May, but represents an improvement compared to last year. Recruitment has now been completed for Adult and Children social care staff so a drop in speed to answer in the coming months is expected as new starters are trained.

41. Good performance continues for the **percentage of invoices paid within 30 days**, rising to over 98% for May 24 – above the target of

95%. **Collectible debt greater than 6 months old** remains below the revised target for 2024/25.

Delivery Plan Performance Summary

Delivery Plan Priority	Delivery RAG
Embedding a Customer Experience	GREEN
New Social Care Case Management System	GREEN

Embedding a Customer Experience

42. 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. Good progress has been made during Quarter 1 with the new Customer Experience Vision and Strategy, and the supporting Quality Framework.

New Social Care Case Management System

43. 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. Funding and approval to proceed was given by Cabinet in April and the council is now working with key stakeholders from across the organisation to gather future system requirements which will inform the production of a specification for the new system.

44. Legal Implications

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

45. Resource and Value for Money Implications

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

46. 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 1 Summary
Appendix 3 - Finance Quarter 1 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** = Requires action, **Amber** = Review, **Green** = Good
 Grey = Not available or TBC

Direction of travel: Improving =  Static =  Declining = 

Encourage good health and wellbeing, resilience and independence

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
% safeguarding referrals closed or assigned within 5 working days	≥80%	84% (Apr 24)	Green	89% (Mar 24)	78% (Feb 24)	79% (Jan 24)	91% (Apr 23)	
% care act assessments completed within 28 days	≥78.2%	73% (Apr 24)	Red	71% (Mar 24)	71% (Feb 24)	67% (Jan 24)	82% (Apr 23)	
% of people in receipt of services for 12 months or over who have had a review in last 12 months	≥80%	94% (Apr 24)	Green	94% (Mar 24)	90% (Feb 24)	92% (Jan 24)	86% (Apr 23)	
% of services sourced within timescale	≥75%	95.3% (May 24)	Green	92.90% (Apr 24)	93.70% (Mar 24)	93.30% (Feb 24)	90.8% (May 23)	
% care providers rated good or outstanding by CQC	≥80%	78% (May 24)	Amber	78% (Apr 24)	78% (Feb 24)	79% (Jan 24)	83% (May 23)	
Number of DOLS requests outstanding after 21 days	≤400	525 (Apr 24)	Red	669 (Mar 24)	610 (Feb 24)	631 (Jan 24)	809 (Apr 23)	
Home First: % of people with a reduced need for social care at the end of a reablement episode	≥70%	80% (Feb 24)	Green	75% (Jan 24)	78% (Dec 23)	79% (Nov 23)	N/A	
Warmer homes: cumulative total number of households with measures installed since start of programme	>1021	1021 (May 24)	Green	1021 (Apr 24)	1021 (Mar 24)	1021 (Feb 24)	923 (May 23)	
Warmer homes: % with EPC increased by one or more bands	≥90%	91% (May 24)	Green	94% (Apr 24)	94% (Mar 24)	91% (Feb 24)	90% (May 23)	
Proportion of all supported living care services contracted by the Council and with active placements rated "Good" or "Outstanding"	>80%	80% (May 24)	Green	80% (Apr 24)	N/A	N/A	N/A	




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

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Number of successful sustained outcomes delivered under the Supporting Families Programme (known as BRFC) *	1754	1,383 YTD (353, Mar 24)	Red	1030 YTD (363, Dec 23)	667 YTD (229, Sep 23)	438 YTD (438, June 23)	1010 YTD (53, Mar 23)	↑
% Childrens social work assessments completed on time*	85%	79.3% (May 24)	Amber	74.6% (Apr 24)	78.8% (Mar 24)	71.9% (Feb 24)	75.4% (May 23)	↑
% of initial child protection conferences held in time*	90% (SN 78.7%)	95.5% (May 24)	Green	88.4% (Apr 24)	89.9% (Mar 24)	80.9% (Feb 24)	83.6% (May 23)	↑
Rate (number) of children subject of a child protection plan per 10,000*	n/a (SN 38.6)	36(609) (May 24)	Green	37.8(638) (Apr 24)	38.5 (650) (Mar 24)	36.6 (619) (Feb 24)	42.4 (680) (May 23)	↑
Rate (number) of children in care per 10,000*	n/a (SN 67.3)	77.0 (1302) (May 24)	Red	77.6 (1311) (Apr 24)	77.4 (1308) (Mar 24)	79.4 (1341) (Feb 24)	82.7 (1398) (May 23)	↑
Average number of days between a child entering care and moving in with its adoptive family, adjusted for foster carer adoptions.	426	468 (Mar 24)	Red	444 (Dec 23, Q3)	461 (Sep 23, Q2)	434 (Jun 23, Q1)	511 (Mar 23)	↑
% of care experienced children aged 17/18 in education employment or training*	66% (63.3% SN)	73% (May 24)	Green	69.3% (Apr 24)	70% (Mar 24)	70.3% (Feb 24)	55.6% (Apr 23)	↑
% of care experienced young people aged 19/21 in education employment or training*	54.6% (SN)	57.4% (May 24)	Green	56.5% (Apr 24)	55% (Mar 24)	56.3% (Feb 24)	51.7% (Apr 23)	↑
% of children receiving first school preference*	National (2023): P 92.5% S 82.6%	2024 P 94.8% S 89.8%	Green	Annual figure	Annual figure	Annual figure	2023 offers: Primary 95.3% Secondary 91.4%	↓
% of EHCPs issued in time (20 weeks)*	48%	42.5% (May 24)	Red	36.3% (Apr 24)	25.4% (Mar 24)	21.6% (Feb 24)	27.1% (May 23)	↑
% of children with an EHCP in mainstream schools*	40% (ENG) (by 2028)	33.2% (May 24)	Red	32.7% (Apr 24)	32.1% (Mar 24)	31.4% (Feb 24)	29.3% (May 23)	↑




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

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Regen Programme Delivery Status (% of SCC Regeneration Schemes on Time and Budget)	100%	90%	Amber	90% (Apr 24)	90% (Mar 24)	100% (Feb 24)	N/A	N/A
Claimant Count (Gap between the claimant rate in Staffordshire and the England average)	1.0%	1.1%	Green	1.0%	0.9%	1%	0.9%	↑
Total No. Businesses Supported through SCC Start-up and Step Up Programmes (combined)	Monthly average target 29. Annual target 350	26 (April 24)	Green	28 (Mar 24)	31 (Feb 24)	21 (Jan 24)	39 (April 23)	↓
Number of businesses supported through energy audits	200 (total target for Mar 25)	48 (May '24)	Green	32 (April 24)	12 (March 24)	Pre programme	n/a	n/a
Enterprise Centre Occupation Levels	85%	85% (May '24)	Green	86% (April 24)	85%	85%		
Major Mineral and Waste planning determinations within target	>90% Annual 2023/24	96% Annual (Q1-Q4) 2023/24	Green	100% (2023/24) (Q4)	100% (2023/24) (Q3)	100% (2023/24) (Q2)	94% Annual (Q1-Q4) 2022/23	↑
Skills and Employability								
% of 16 and 17 year olds Not in Education, Employment or Training or situation Not Known	End Jan 25 – 4.2 %	4.8% (Apr 24)	Amber	5.1% (Mar 24)	4.5% (Feb 24)	4.4% (Jan 24)	4.40%	↔
Number of new job seekers supported through Staffs Jobs & Careers	18	32 (Apr 24)	Green	12 (Mar 24)	15 (Feb 24)	19 (Jan 24)	N/A	
Number of apprenticeship opportunities generated (frequency being confirmed with the service)	400 by Mar '25	29 (April 24)	Amber	29	n/a	n/a	n/a	n/a
Number of students receiving lessons in Ignite (quarterly measure)	4,120 (23/24 academic year)	5,770 (Feb 24)	Green	0 (Nov 23)	N/A	N/A	5,500	↑
Multiply: Number of residents participating in outreach engagement.	2,574	Available from July 24	TBC					
Multiply: Number of learner enrolments engaged in substantive and meaningful provision	2,522 by Jul '25	Available from July 24	TBC					
Number of Community Learning enrolments engaged in first step learning (frequency being confirmed with the service)	3,000 by Jul '25	Available from July 24	TBC					

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

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Volunteer hours within Environment & Countryside	12,000 hours	1,358 (YTD May 24)	Red	754 hours (YTD Apr 24)	10,058 (YTD Mar 24)	9,404 (YTD Feb 24)	1,840	
% recycling rate	Local target: 1% increase in 23/24 (44.88%) Overall partnership target: 55%	47.1% (Q2 2023/24)	Amber	47.1% (Q2 2023/24)	47.1% (Q2 2023/24)	49.51% (Q1 2023/24)	46.20%	
Overall tonnage	1% reduction in 23/24 (216,451)	177,859 (11/02/2024)	Amber	177,859 (11/02/2024)	177,859 (11/02/2024)	177,859 (11/02/2024)	n/a	n/a
Staffordshire County Council's carbon emissions – tonnes of carbon (tCO2e) - Annual measure	1,000 tCO2e (annual reduction)	Reported annually in October	Green	25,541 (2022/23)	28,152 (2021/22)	29,068 (2020/21)	28,152	

Fix more roads, and improve transport and digital connections

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Capital maintenance delivery programme status	100%	100%	Green	100% (Apr 24)	100% (Mar 24)	100% (Feb 24)	100%	
Highway high-risk defects remedy within target timescale	Emer: 99.99% Cat 1: 96.68% Cat 2: 71%	97.96% 96.87% 71.63% (May)	Amber	98.79% 92.59% 61.81% (Apr 24)	100% 97.6% 64.6% (Mar 24)	98.64% 95.84% 63% (Feb 24)	100% 95.7% 58.9%	
Highway Development applications considered within 21 days	85%	83.40% (Q4/Q1 - Feb-Apr)	Green	81.20% (Q4)	81.2% (Q4)	81% (Q3)	N/a (Only previous annual results available)	N/a (Only previous annual results available)
Home to School Transport operational effectiveness	Under 10% (Sep - Jul Academic year)	5.77% (Sep - May)	Green	2.3% (Sep - Apr)	1.44% (Sep - Mar)	N/A (March was first month captured)	9.98% (Sep - May 23)	

How we Work

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Visits trend (against last year)	5%	168,159 +21.9% (May 24)	Green	175,777 +29.8% (Apr 24)	172,912 +4.5% (Mar 24)	167,464 +17.5% (Feb 24)	136,908	↑
New Membership trends (against last year)	Target being redefined							
Digital Engagement with libraries	10%	17,873 +11% (May 24)	Green	16,566 +25% (Apr 24)	13,202 +16% (Mar 24)	12,658 +14.58% (Feb 24)	16,062	↑
Physical Engagement with Archives and Heritage Service	5%	1,081 +264% (May 24)	Green	381 +215% (Apr 24)	4,407 +259% (Mar 24)	4,114 (Feb 24)	410 (May 2023)	↑
Digital Engagement with Archives and Heritage Service	5%	47,822 -31% (Apr 24)	Red	47,822 (YTD Apr 24)	738,188 +3% (Mar 24 YTD)	677,179 (Feb 24)	69,936 (Apr 2023)	↓
Engagement with the Summer Reading Challenge - Annual measure	1% increase							
Number of Libraries and Arts volunteers and hours	1% increase	Numbers - 528 Hours - 6,934	Green	Number - 370 Hours - 5,834	Hours - 4,361	Hours - 4,198	Number - 472 Hours - 6,417	↑
Number of Archives and Heritage Service volunteers and hours	10% increase	Number - 77 Hours - 441 (+12%) (Apr 2024)	Green	Number - 89 Hours - 326 (Mar 24)	Number - 89 Hours - 326	Hours - 301	Numbers - not recorded Hours - 393 (Apr 2023)	↑
Percentage of businesses that were either compliant when visited or brought into compliance during the period	90%	85.3% - 1 Apr 24 – 31 May 24	Amber	96.9% (Apr 24)	95% (Apr 23 - Mar 24)	92% (Apr 23 – Feb 24)	95% - 01.04.2023 – 31.05.2023	↓

Live Within Our Means

Key Performance Indicator	Target	Q1 Outturn (as at May 24 unless indicated otherwise)	RAG rating against target	Previous performance (by month)			Compared with same period last year	
				Apr	Mar	Feb	Performance	Trend
Sickness Absence	11 days	11.00 days	Green	10.98 days	10.85 days	11.01 days	11.87 days	↑
Speed to answer phone calls	00:03:00	00:04:45	Red	00:03:23 (Apr 24)	00:06:28 (Mar 24)	00:03:18 (Feb 24)	00:06:10	↑
Collectible debt greater than 6 months old - All SCC Debt Categories	£27.75m	£26.259m	Green	£26.108m	£27.3m	£24.568m		
Payment performance - % of invoices paid within 30 days	95%	98.13% (May 24)	Green	96.95% (Apr 24)	96.05% (Mar 24)	97.67% (Feb 24)	97.82% (May 23)	↔
Revenue Forecast Outturn	2%	0.69% (Q1)		0.55% (Final for 23/24)	0.6% Q4 – Mar 2024	0.6% Q4 – Mar 2024		
Capital Expenditure against capital allocations.	>90%	86.9% (Q1)		85.9% (Final for 23/24)	88% Q4 – Mar 2024	88% Q4 – Mar 2024		

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 1 forecast information.

The latest revenue forecast outturn shows an overspend of £5.0m (0.74%).

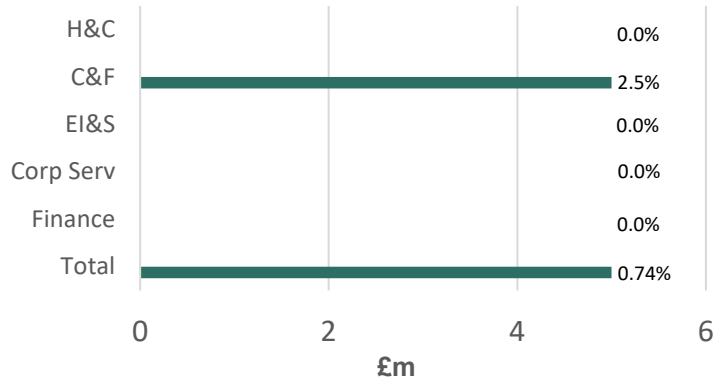
There is a forecast overspend of £3.5m for Children’s Services. This is a highly complex and volatile service and costs depend on the type of placements provided. The service is taking mitigating actions to address these pressures as far as possible.

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, with the remaining £4.924m of savings marked as low confidence of being delivered in 2024/25.

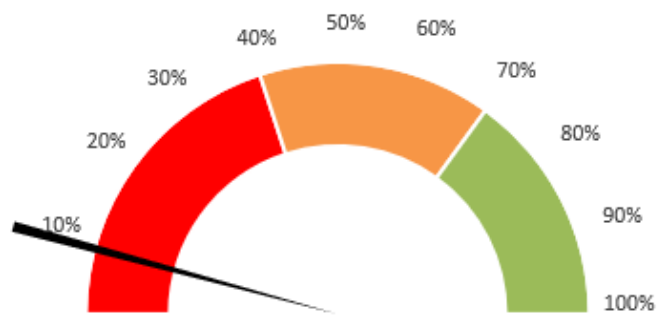
The latest capital outturn projection is £168.9m, compared to MTFS position of £168.3m, a minor increase of £0.6m. This projection is a fully funded position. There have been movements across the whole capital programme, however, there has been some slippage within Families & Communities and Health & Care.

Within the national context, the latest consumer price index is 3%. Interest rates remain at 5.25%, making them the highest level in 15 years. GDP is estimated to have maintained from April 2024, after growing 0.4% in March. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

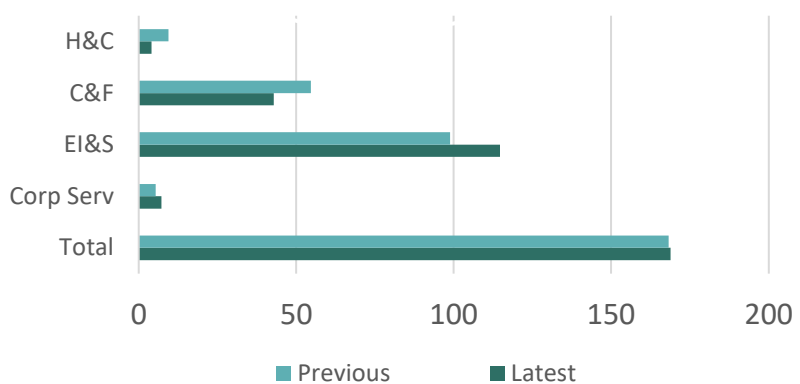
Revenue Budget Variance



Savings Tracker – Target £5.404m



Capital Programme



Appendix 3 – Quarter 1 Finance Report

Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast overspend of £5.000m (0.74%), 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 – Breakeven**

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) and therefore, for quarter 1, the forecast outturn for the directorate is breakeven.

5. There is a growing cost pressure from care in the community of people discharged from mental health hospitals. This will need to be monitored closely and may need to be funded from uncommitted Social Care Grant.

6. *Public Health and Prevention* *Forecast – Breakeven*

7. The Public Health budget is forecast breakeven. Discussions are due to take place with Midlands Partnership Foundation Trust (MPFT) to determine and agree the impact, on contracts, of Agenda for Change. An amount of £0.300m funded from the 2024/25 Public Health Ringfenced Grant (PHRFG) is available to accommodate any pressures identified as a result.

8. *Adults Social Care & Safeguarding* *Forecast - Breakeven*

9. The Adults Social Care & Safeguarding budget is forecast to breakeven. There were vacancies in the Adults Learning Disability Team (ALDT) throughout 2023/24 generating an underspend. These vacancies are expected to be filled in 2024/25 to ensure adequate capacity to complete assessments and reviews.

10. There is a risk that the cost of the Section 75 Agreement with Midlands Partnership University NHS Foundation Trust exceeds budget due to the 2024/25 NHS pay award being higher than anticipated. Funding for this has been identified in Health and Care reserves in case it is required.

Appendix 3 – Quarter 1 Finance Report

11. There continues to be a demand pressure in Deprivation of Liberty Safeguards (DoLS) Act as new legislation remains delayed. This is requiring additional capacity to contain and reduce the backlog of DoLS authorisations. Additional expenditure of approximately £2.500m over the period 2024-2027 will be funded from Health and Care reserves.
12. *In House Provider Services* *Forecast – Breakeven*
13. The In House Provider Services budget, which has now been moved out of the Adults Social Care and Safeguarding budget into a new budget area, is forecast to breakeven. This is the second year of operation for the Independence at Home reablement service. The service will be funded in 2024/25 from the Adult Social Care Discharge Grant. Future funding arrangements will be determined when there is clarity about the future of this grant.
14. *Care Commissioning* *Forecast - Breakeven*
15. The Care Commissioning budget is forecast to breakeven. Growth was built into the MTFs for 2024/25 to reflect the anticipated impact of demographic changes and inflationary pressures within Care Commissioning.
16. There remains a risk of further increases in demand and price. Commissioners continue to explore actions to mitigate these and avoid recurring pressures.
17. There is a high risk that Mental Health placement costs will exceed budgets again this year. Commissioners are working to reduce this risk.
18. 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.
19. **Covid Funding**
20. The Contain Outbreak Management Fund (COMF) quarter 4 2023/24 return has been submitted which includes a draft 2024/25 budget. An allocation of £5.703m has been brought forward to 2024/25, this is fully committed and expected to be spent in full in line with the September 2024 deadline previously reported.

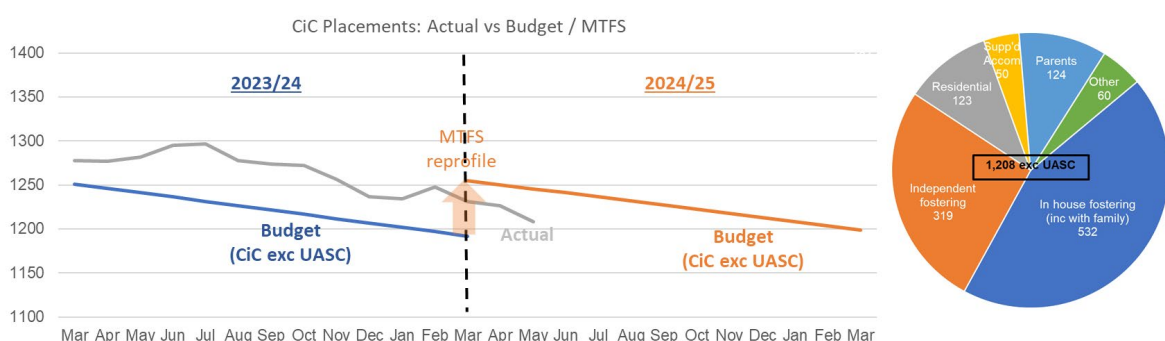
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21. **Children & Families** **Forecast - £5.000m overspend**

22. *Children's Services* *Forecast - £3.500m overspend*

23. The forecast position at quarter 1 is an overspend of £3.500m across Children's Services.

24. At the end of May, the number of Children in Care (CiC) was 1,293 (1,208 excluding Unaccompanied Asylum Seekers). Whilst overall numbers have reduced significantly over the last year, there remains a forecast overspend of £3.000m due to higher than expected reliance on more expensive residential provision and unregulated placements.



25. 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.

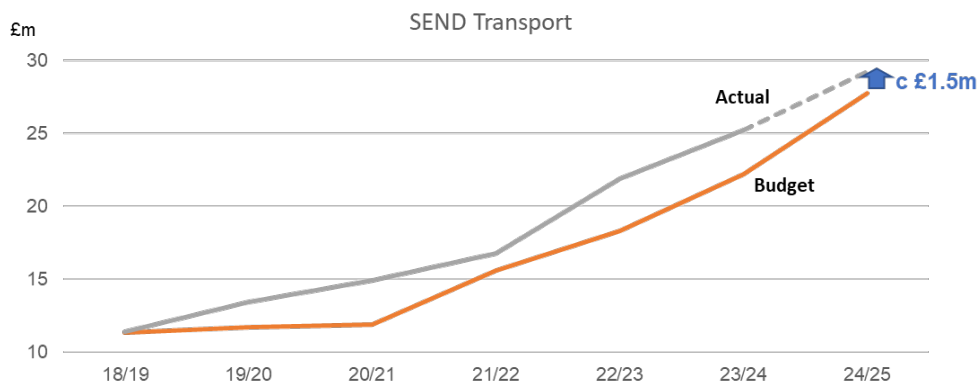
26. There are also other net pressures of £0.500m across Children's Services, mostly due to additional agency cover and s17 support within the District structure to provide for an overall net overspend in Children's Services of £3.500m.

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27. Education Services

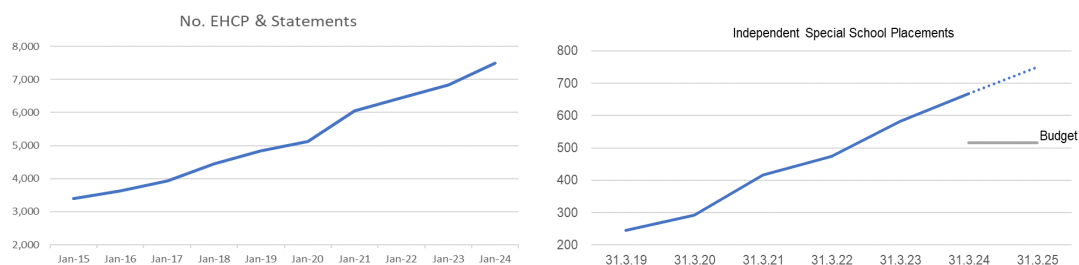
Forecast - £1.500m overspend

28. The Education Services position at quarter 1 is an overspend of £1.500m. 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. Costs increased significantly in 2022/23 as a result of the rising costs of inflation, exacerbated by the conflict in Ukraine and despite further increases in budget it is likely that a further overspend of £1.500m will arise this year:

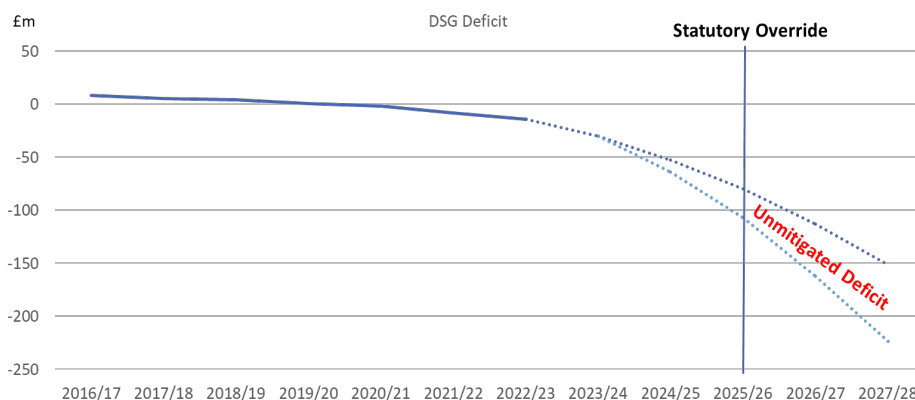


29. Following a review of SEND Transport actions are being implemented to mitigate anticipated further future rises in demand and costs as far as possible, such as improving average occupancy levels and identifying the most efficient transport routes.
30. There is a further pressure of £0.600m within the Educational Psychology and SEND Assessment services due to additional locum support and agency costs to meet the continuing increasing demand for EHCP assessments. However, this is offset by other savings across Education Services from historic teacher pensions contributions, and within the school admissions and planning teams due to additional in year income generated.
31. *SEND High Needs Block*
32. The High Needs Block is forecast to overspend by £28.5m 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:

Appendix 3 – Quarter 1 Finance Report



- 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, has been temporarily suspended whilst further consideration is taken.
33. 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.
34. 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.
35. 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:



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36. *Partnerships & Wellbeing* *Forecast - Breakeven*
37. The forecast position for Partnerships & Wellbeing is breakeven. A large majority of the Wellbeing and Partnerships budget is funded from government grants including the Household Support Fund (£5.500m, due to end in September 2024), Building Resilient Families and Communities (BRFC, £2.900m) and the Wraparound Childcare Programme (£2.500m), as well as Resettlement funding to support the resettlement of refugees
38. **Economy, Infrastructure & Skills** **Forecast - Breakeven**
39. *Business & Enterprise* *Forecast - Breakeven*
40. Business & Enterprise is forecast to have a breakeven position at quarter 1. Continuation of grant funding UKSPF and Green Solutions will bring additional monies that can be repurposed for project work.
41. *Infrastructure & Highways* *Forecast - Breakeven*
42. Infrastructure & Highways is forecast to have a breakeven position at quarter 1.
43. Funding the delivery of the Highways Recovery Plan includes use of £0.800m of revenue funding from Corporate Contingencies.
44. *Transport, Connectivity & Waste* *Forecast - Breakeven*
45. Transport, Connectivity & Waste is forecast to have a breakeven position at quarter 1. The impact of the DfT Toolkit review at this stage is still unknown.
46. The pressure arising from the agreement with Dudley Metropolitan Borough Council for South Staffordshire residents in the catchment postcodes of Wombourne to have access to Stourbridge Household Waste and Recycling Centre for six months can be met from existing Waste budgets.
47. *Skills* *Forecast - Breakeven*
48. Skills is forecast to forecast to have a breakeven position at quarter 1. Any underspend in year will be used, with existing reserves, to support the delivery of a Supported Employment project aimed at Care leavers and adults with learning disabilities, mental health & autism issues.

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49. *Culture, Rural & Communities* *Forecast - £0.050m overspend*

50. The Culture, Rural Communities budget is forecast to overspend £0.050m at quarter 1. This pressure is the result of external legal costs for two animal welfare cases that are expected to take a long time for the court proceedings to take place, which in turn will put a delay on the livestock being sold on.

51. *EI&S Business Support* *Forecast - £0.050m saving*

52. The EI&S Business Support budget is forecast to save £0.050m at quarter 1. This is a saving from unused contingency budgets, which is being used to offset the pressure on Culture Rural & Communities.

53. **Corporate Services** **Forecast - Breakeven**

54. Corporate Services is forecast to have a breakeven position at quarter 1.

55. There are several projects planned across Corporate Services, such as Staffordshire Film, Corporate File Plan and Digital Innovation, amongst others, which will be funded from reserves.

56. **Finance** **Forecast - Breakeven**

57. The Finance Directorate is forecast to have a breakeven position at quarter 1.

58. **Centrally Controlled** **Forecast - Breakeven**

59. The centrally controlled budgets are forecast to have a breakeven position at quarter 1.

60. **Capital Forecast**

61. Appendix 5 compares the latest capital forecast outturn of £168.9m, an increase from the budgeted position of £168.3m. The key reasons for this increase of £0.5m are set out in the following paragraphs.

Appendix 3 – Quarter 1 Finance Report

62. **Health and Care** **Forecast spend £4.005m**

63. There has been a reduction of £5.381m since the MTFS report. This is mainly due the rephasing of planned spend into 2025/26 of nursing home capacity projects, totalling £3.976m.

64. Planned changes and redesign of Hawthorne House has also been rephased into 2025/26, saving a further £1.372m. A further £0.076m has been saved due to accelerated spend towards the Adult Social Care Provider Monitoring System. This is offset by a small increase in budget for Douglas Road Respite Scheme of £0.041m.

65. **Children and Families** **Forecast spend £42.895m**

66. *Maintained Schools* *Forecast Spend £42.778m*

67. There has been a decrease in £11.859m since the MTFS report.

68. Since the MTFS was set the outturn position rephased £8.3m into 24/25, in addition to this further funding received (mainly s106) has increased the programme by a further £2.9m. Although it is anticipated that this additional funding will be spent in full, there is a rephasing of basic need provision of £23m into 25/26. £14m of this relates to mainstream schools and £9m to SEND. However, should further housing developments materialise, resulting in increased pressures on existing education provision and requiring new or expansion build interventions, funding is available to accelerate spend into 2024/25.

69. *Vulnerable Children's Projects* *Forecast spend £0.117m*

70. Vulnerable Children's Projects has seen an increase in spend of £0.117m due to the rephasing of funding into 2024/25.

71. The Cabinet meeting of 21 February 2024 endorsed proposals to open 6 in house children's homes. The details of these proposals are being developed and will be reported at the next quarter.

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72. **Economy, Infrastructure and Skills** **Forecast spend £114.750m**
73. *Economic Planning & Future Prosperity* *Forecast spend £6.431m*
74. There has been an increase in forecast spend of £0.928m since the MTFS. This is the net result of slippage and prudent rephasing of budgets into 2024/25 on a number of projects, such as A50 contingency of £0.050m, Forward Programmes of £0.182m, Redhill Residual Costs of £0.020m, i54 Strategic Employment site and Western Extension of £0.199m, Eastgate Regeneration Stage 2 of £0.358, Stafford Technology Park of £0.019m and Newcastle Enterprise Centre Extension in Knutton of £0.141m. These are offset slightly due to Rural Enterprise Studies no longer processing, saving £0.014m.
75. This is offset slightly by £0.030m on County Farms, as a result of general savings in the budget of £0.087m, offset by a pressure of £0.057m from increasing cost of sales and rephasing of Farm investment budget into 2024/25.
76. *Highways Schemes* *Forecast spend £91.461m*
77. There has been an increase of £7.992m since the MTFS report. This assumes brought forward spend of £5.170m phase 3 capital programme in delivery of the Highways Recovery Plan is approved by Cabinet.
78. Other additional various pressures, include pothole maintenance support of £2.000m, use of surplus funds to support IDC recovery of £0.217m, continued workstack phase 2 works of £0.316m, offset by savings resulting from the net effect of virements to bridges and Minor Carriageways of £0.952m.
79. Integrated Transport has seen increased pressures from the reprofiling of the inflation reserve of £1.119m and customer services system improvements of £0.474m, offset by changes on “Other Schemes” of £1.546m.
80. Traffic Signal Refurbishment has seen additional pressures from increased provision for LED Energy Efficient programme of £0.015m, along with rephasing of Levelling Up Schemes of £0.483m and SSRP of £0.015m.
81. Major Schemes has seen an increase of £0.681m from the net result of reprofiling and refining of budgets for SWAR in line with latest project progress reports.

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82. *Skills* *Forecast Spend - £0.663m*

83. There has been an increase of £0.067m since the MTFS report. This is due to the reprofiling of spend due to delays with BDUK, eligibility changes and voucher amounts in process of being amended.

84. *Rural County (Countryside)* *Forecast Spend - £1.080m*

85. There has been an increase of £0.129m in forecast spend since the MTFS report. This increase is the net effect of rephasing of Greenways Arf into 2024/25 and 2025/26 of £0.047m, Rights Of Way rephasing of £0.009m, Rights Of Way Improvements plan rephased into 2024/25 of £0.064m and MHCLG Grant rephased into 2024/25 of £0.009m.

86. *Waste & Sustainability Projects* *Forecast Spend - £4.257m*

87. There has been a decrease in forecast spend of £0.176m since the MTFS report. Waste has a saving of £0.376m, which is the result of the net effect of rephasing budgets for Newcastle HWRC £0.024m offset by rephasing of HWRC Mobilisation works into future years in line with most recent projected timescales, saving £0.400m.

88. Sustainability has increased spend of £0.200m, which is the remaining balance of the original £1m borrowing approved by Cabinet for solar panels being reprofiled into 2024/25.

89. *Connectivity* *Forecast Spend - £7.042m*

90. There has been a £7.042m increase in spend compared to the MTFS report. This is the result of the introduction of two new schemes following recent grant awards to the County Council. These are Local Electric Vehicle Charging Infrastructure (LEVI) grant totalling £4.588m and Zero Emission Buses and Infrastructure (ZEBRA2) grant £2.454m in 2024/25 with a further £1.244m programmed for 2025/26.

91. **Property, Finance and Resources & ICT** **Forecast spend £7.244m**

92. There has been a £1.849m increase in spend compared to the MTFS report.

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93. Strategic Property has increased spend of £1.138m due to the net effect of rephasing and adjustment in provision for project retention for Responding to accommodation change of £0.016m, pre-sale planning costs and improvements of £0.065m, One Public Estate costs of £0.025m, District Property Rationalisation costs of £0.211m, demolition of the Kingston Centre and Seabridge Centre totalling £0.126m, Former Burntwood Y&C Centre costs of £0.088m and Asset Renewal programme costs of £0.307m. In addition, whilst currently being at the options appraisal stage, a provision for a project at Uttoxeter Library has been included at £0.300m.
94. ICT has increased costs of £0.711m, due to the net effect of rephasing of budget and continuation of Wireless refresh and PSN Core Switch replacement project into 2024/25 totalling £0.181m and the expansion of MFD Printer refresh project of £0.500m. Two additional projects, PSN Copper Exchange and Switch to SSHIS, have costs totalling £0.200m and £0.130m, respectively. This is offset by the rephasing of Premises Hardware Backup Solution project which is under review and has rephased £0.300m into 2025/26.
95. **Financial Health**
96. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2024/25 budget setting process.
97. There have been 98.13% of invoices paid within 30 days of receiving them at the end of May, exceeding the financial health indicator target.
98. The Debt Key Performance Indicator (KPI) is set at £27.75m for 2024/25.
99. The estimated level of outstanding sundry debt over 6 months old is £26.259m. This is under the 2024/25 target of £27.75m by £1.491m. This position is a decrease of £1.059m since the 23/24 outturn report. The debt 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.
100. The level of CCG health debt over 6 months old is now £0.577m, £0.623m below the target figure.
101. Non-Residential Client debt now stands at £16.355m. For both adult social care residential and non-residential debt, our key performance indicator, collectible

Appendix 3 – Quarter 1 Finance Report

debt over 6 months is just over its target. Debt has increased in line with the increased value of invoiced income.

Debtor Type	2024/25 Target	31/03/2024	30/06/2024	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	1.200	0.297	0.577	0.280
Other Govt. and Public Bodies	2.800	2.495	2.027	(0.468)
Other General Debtors (Individuals & Commercial)	5.200	5.810	5.253	(0.557)
H&C Non-Res Client Debt	16.350	16.812	16.355	(0.457)
H&C Residential Client Debt	2.200	1.904	2.047	0.110
TOTAL	27.750	27.318	26.259	(1.059)

102. Prudential Indicators

103. Appendix 7 provides a forecast outturn performance against the Prudential Indicators approved as part of the 2024/25 budget setting process.
104. 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.
105. 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 1 £m	Forecast Outturn £m	Total Variation £m
Health and Care			
Public Health & Prevention	32.653	32.653	0.000
Public Health Ring Fenced Grant	(32.653)	(32.653)	0.000
Adult Social Care & Safeguarding	36.855	36.855	0.000
Care Commissioning	241.343	241.343	0.000
In House Care Services	10.988	10.988	0.000
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
Health and Care Total	233.338	233.338	0.000
Children and Families			
Children's Services	146.237	149.737	3.500
Children's Public Health	10.494	10.494	0.000
Public Health Ring Fenced Grant	(10.494)	(10.494)	0.000
Education Services	44.777	46.277	1.500
Wellbeing & Partnerships	9.128	9.128	0.000
Families & Communities	200.142	205.142	5.000
Economy, Infrastructure and Skills			
Business & Enterprise	2.730	2.730	0.000
Infrastructure & Highways	42.110	42.110	0.000
Transport, Connectivity & Sustainability	50.541	50.541	0.000
Skills	2.872	2.872	0.000
Culture, Rural & Communities	14.703	14.753	0.050
EI&S Business Support	1.245	1.195	(0.050)
Economy, Infrastructure and Skills Total	114.201	114.201	0.000
Corporate Services Total	42.035	42.035	0.000
Finance Total	13.549	13.549	0.000
Total Portfolio Budgets (Saving)/Overspend	603.265	608.265	5.000
Centrally Controlled Items			
Interest on Balances & Debt Charges	18.055	18.055	0.000
Centrally Controlled	28.972	28.972	0.000
Capacity Fund	0.343	0.343	0.000
Care Market Pressures	9.637	9.637	0.000
Digital Investment	1.500	1.500	0.000
Capital Investment Fund	2.700	2.700	0.000
Traded Services / Business Partner	(1.397)	(1.397)	0.000
Contingency	15.000	15.000	0.000
Net Revenue Budget (Saving)/Overspend	678.075	683.075	5.000

CAPITAL PROGRAMME 2024/25

	Budget	Enhancements to Programme	1st Quarter Budget
	£m	£m	£m
Health and Care			
Care and Independence	9.386	(5.381)	4.005
Health and Care Total	9.386	(5.381)	4.005
Children and Families			
Maintained Schools	54.638	(11.859)	42.778
Vulnerable Children's Projects	0.000	0.117	0.117
Children and Families Total	54.638	(11.742)	42.895
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	5.503	0.928	6.431
Highways Schemes	83.469	7.992	91.461
Connectivity	0.000	7.042	7.042
Skills	0.596	0.067	0.663
Rural County (Countryside)	0.951	0.129	1.080
Tourism and Culture	3.922	(0.106)	3.816
Waste & Sustainability Projects	4.433	(0.176)	4.257
Economy, Infrastructure and Skills Total	98.874	15.876	114.750
Trading Services - County Fleet Care	0.660	0.000	0.660
Finance, Resources & ICT	0.300	0.711	1.011
Property	4.435	1.138	5.573
Total	168.292	0.602	168.894

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 – £26.3m).</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 May 2024 – 98.1%).</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

Indicator	Budget 2024/25	Forecast 2024/25
	£m	£m
External Debt – Authorised Limit for borrowing	625	578
External Debt – Authorised Limit for other liabilities	77	69
<i>Total</i>	<i>702</i>	<i>647</i>
External Debt – Operational Boundary for borrowing	487	399
External Debt – Operational Boundary for other liabilities	77	69
<i>Total</i>	<i>564</i>	<i>468</i>
External Debt - Loans	508	399
Interest Rate Exposures – Upper Limit (Fixed)	537.2	399
Interest Rate Exposures – Upper Limit (Variable)	(450.0)	(442)
Upper limit for total principal sums invested for longer than a year	245.0	30
Estimate of Capital Expenditure	168.0	168.9
Estimate of Loans Capital Financing Requirement (CFR)	579.6	570.2
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	20.1
Proportion of financing costs to net revenue stream – Proportion of Net Revenue Stream - %	3.2%	3.0%

