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Rutland County Council

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Meeting: CABINET

Date and Time: Tuesday, 19 September 2017 at 9.30 am

Venue: COUNCIL CHAMBER, CATMOSE, OAKHAM,
RUTLAND, LE15 6HP

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A G E N D A

APOLOGIES FOR ABSENCE

1) **ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE**

2) **DECLARATIONS OF INTEREST**

In accordance with the Regulations, Members are required to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) **RECORD OF DECISIONS**

To confirm the Record of Decisions made at the meeting of the Cabinet held on 15 August 2017.

4) **ITEMS RAISED BY SCRUTINY**

To receive items raised by members of scrutiny which have been submitted to the Leader (copied to Chief Executive and Corporate Support Officer) by 4.30 pm on Friday 15 September 2017.

REPORT OF THE CHIEF EXECUTIVE

5) CORPORATE PLAN REVIEW (KEY DECISION)

Report No. 170/2017
(Pages 5 - 36)

REPORT OF THE DIRECTOR FOR PLACES

6) FUTURE PROVISION OF BUILDING CONTROL SERVICES (KEY DECISION)

Report No. 171/2017
(Pages 37 - 44)

7) FUTURE DELIVERY OF FACILITY MANAGEMENT SERVICES (KEY DECISION)

Report No. 172/2017
(Pages 45 - 54)

8) PLANNING SYSTEM PROCUREMENT (KEY DECISION)

Report No. 163/2017
(Pages 55 - 62)

REPORT OF THE DIRECTOR FOR RESOURCES

9) MAINTENANCE CONTRACT FOR THE REVENUES AND BENEFITS SYSTEM (KEY DECISION)

Report No. 154/2017
(Pages 63 - 66)

10) ANY ITEMS OF URGENT BUSINESS

To receive items of urgent business which have previously been notified to the person presiding.

MEMBERS OF THE CABINET: Mr T Mathias Chairman

Mr R Clifton
Mr R Foster
Mr O Hemsley
Mr A Walters
Mr D Wilby

SCRUTINY COMMISSION:

Note: Scrutiny Members may attend Cabinet meetings but may only speak at the prior invitation of the person presiding at the meeting.

**ALL CHIEF OFFICERS
PUBLIC NOTICEBOARD AT CATMOSE
CORPORATE SUPPORT TEAM**

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CABINET

19 September 2017

CORPORATE PLAN REVIEW

Report of the Chief Executive

Strategic Aim:	ALL	
Key Decision: Yes	Forward Plan Reference: FP/140717	
Cabinet Member(s) Responsible:	Cllr T Mathias, Leader	
Contact Officer(s):	Helen Briggs, Chief Executive	Telephone: 01572 758203 email: hbriggs@rutland.gov.uk
Ward Councillors	ALL	

DECISION RECOMMENDATIONS

That Cabinet recommends to Council approval of the revised Rutland County Council Corporate Plan 2016 to 2020.

1 PURPOSE OF THE REPORT

- 1.1 The Rutland County Council Corporate Plan 2016 to 2020 was adopted by Council on the 12th September 2016 based on a recommendation from Cabinet. In addition to approving the plan it was agreed that an annual review of the plan would be produced and presented to Cabinet and Council.
- 1.2 This report provides a revised Corporate Plan for the period 2016/2020 for consideration.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The revised plan (attached at **Appendix A**) reflects significant changes since the first plan was approved in 2016, an updated MTFP and removes targets that have been achieved including:
 - Highways Asset Management Plan – Band 2 rating
 - Reduction in energy consumption of street lighting by 50%
 - Support to Regiments returning to the UK from Cyprus and Germany

2.2 Key revisions reflect:

- the change in political leadership;
- acknowledging the opportunities presented by the confirmed closure of St George's Barracks in 2020/21;
- the emergence of Rutland One Public Estate (ROPE) Partnership;
- Progress on transforming the Barleythorpe College into the King Centre
- Continuing progress on our Digital Rutland project and
- the work with Health Partners to create a Health and Social Care Hub.

2.3 Performance against the plan is reported quarterly to Cabinet, Scrutiny Panels and Council. The report for 2016/17 can be found at on the Councils web site. A summary of performance against our targets is attached to the Corporate Plan at Appendix 3 this includes an up to date RAG rating.

3 CONSULTATION

3.1 The original plan was the subject of an extensive consultation exercise. As this is a revision/refresh it has not been deemed appropriate to undertake consultation.

4 ALTERNATIVE OPTIONS

4.1 Cabinet recommended to Council and Council approved that a refresh of the plan be undertaken on an annual basis. There are therefore no alternatives.

5 FINANCIAL IMPLICATIONS

5.1 The Corporate plan is a key document supporting our Medium Term Financial Plan, our budgets and resource allocation for the Council going forward. The plan itself includes a section on our Financial Plan and very clear targets relating to our aims and objectives. Specifically a balanced Medium Term Financial Plan (MTFP).

5.2 Clearly the financial impact of delivering the plan will be grounded in future budgets and MTFP's.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 The Corporate Plan sets out the Strategic Aims and Objectives for the Council for period up to 2020. It is our overarching plan and future decisions made about policy or projects should support the delivery of the Plan.

6.2 The Corporate Plan forms part of the Council's Policy Framework therefore it is required to be adopted by the Full Council, as set out in Article 4 of the Council's Constitution.

7 EQUALITY IMPACT ASSESSMENT

7.1 The Corporate Plan sets a high level Vision for the future. In the delivery of the plan it is essential that EIA assessments are undertaken in line with our policy to ensure that full regard is taken of equality impact issues.

7.2 An Equality Questionnaire has been completed and a full assessment is not required at this stage. However, as delivery of the plan progresses then individual developments / actions will require this issue to be revisited.

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 None identified other than the reference in Appendix A Appendix 1 to the objective “ make people feel safe by continuing to ensure low levels of crime and anti-social behaviour”

9 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 The revised Corporate Plan attached at Appendix A contains a number of references to Health and Wellbeing.

10 ORGANISATIONAL IMPLICATIONS

- 10.1 Environmental implications - The Draft plan has its heart the concept of sustainable growth but also highlights the need to protect our rural environment

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The review of the Corporate Plan has resulted in the draft plan attached at **Appendix A**.
- 11.2 The revised Plan if adopted will set the strategic direction for Rutland County Council for the remaining life of this Council.

12 BACKGROUND PAPERS

- 12.1 There are no additional background papers to the report

13 APPENDICES

- 13.1 **Appendix A** – Rutland County Council Corporate Plan 2016 to 2020.

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

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Rutland County Council

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Rutland County Council

Corporate Plan
2016 to 2020



Rutland County Council

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Foreword

A foreword by Council Leader Tony Mathias

One year into our 2016-2020 Corporate Plan and change continues at pace.

Nationally, uncertainty following the snap general election in June 2017 and Brexit negotiations continue to dominate the political landscape and are likely to do so for the foreseeable future.



Locally, we have seen a change in leadership at the Council after saying goodbye to former leader Terry King, who stepped down due to ill health in January 2017. Big changes present new opportunities and the Council's new leadership is striving to introduce a more commercially-focused agenda that will lead to greater sustainability and prosperity for our county. A Rutland that is largely self-supporting and less reliant on central government must be the goal.

In the past year we have made great strides and achieved some outstanding results in important areas such as Adult Social Care and how well we look after those with special needs. I am proud of everything we have achieved so far but we can, and must, continue to look at ways to improve further, especially in the face growing financial pressures and ever decreasing government funding.

We have begun to make progress and, in some cases, completed a number of important projects, including the transformation of Barleythorpe College into The King Centre, which offers newly available serviced business units to complement our highly successful offering at Oakham Enterprise Park.

Recent works to the Oakham Library, which have include the relocation of an expanded Visions Children's Centre, have been a source of much debate but are a demonstration of your Council's best intentions with regards to the provision of accessible learning, care for our young and vulnerable and support for families. The Local Plan to 2036 is now out for consultation, inviting your views to help shape the vision of what Rutland could and should be like in 20 years' time.

We have also initiated several major projects that are now firmly underway. These include the proposed improvements to Oakham Town Centre which has been the subject of extensive consultation during 2017 and over the next few months having reflected on the outcome of that consultation progress will continue.

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We are developing plans for a new Health and Social Care Hub, encompassing enhanced medical facilities and services through joint working with partners such as the emergency and health services.

Finally, a larger, longer term project is being considered at St George's Barracks – a complex brownfield site that is no longer needed by the Ministry of Defence and is due to close in 2020/21. However, under the guidance of the Council, has the potential for new homes, businesses and leisure opportunities.

Information on our performance against the targets set in our plan is provided at **Appendix 3**.

There is a great deal of work still to be done but your Council, motivated by the desire to improve lives and prospects within the Rutland border, is determined and fully committed to delivering the best possible services for residents.

Rutland - *Multum in parvo* - A great place to live, learn, work, play and visit.

For the remaining period of the plan we will continue to:

People & Places

- Deliver [sustainable](#)¹ growth in our County supported by appropriate – housing, employment, learning opportunities and supporting infrastructure (including other Public Services) Whilst protecting our rural environment in accordance with our Local Plan
- Safeguard the most vulnerable and support the health and well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential

Resources

- Ensure that our Medium Term Financial Plan is in balance and is based on delivering the best possible value for the Rutland pound



Rutland County Council, Oakham

¹ For the purposes of this plan, Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning planning. Simply stated, the principle recognises the importance of ensuring that all people should be able to satisfy their basic needs and enjoy a better quality of life, both now and in the future. Source: National Planning Policy Framework

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A profile of Rutland²

Population: 37,400, Males 18,900, Females 18,500 with a population density of 0.98 people per hectare

Age Range	% of Population
0-19	25.16
19-65	58.18
65 plus	16.66

Ethnicity: White British 94.3% Other 5.7%

Households: 16,765 as at January 2011

Average House Prices: £228,858 (National £186,325) as at November 2015

Median gross weekly pay (Full Time & Residency based):
£558.70 (East Midlands £492.00)

Indices of Deprivation: Ranked 149/152 Upper tier local authorities

Unemployment rate: 0.5% (112) (JSA claimants for January 2016)

Businesses³

Size of Business no. of Employees	Rutland (Numbers)
Less than 9	1,655
10-49	180
50-249	35
More than 250	5
Total	1,875

² Based on 2011 Census unless otherwise stated

³ UK Business Count 2015

As a unitary Council, Rutland County Council (RCC) provides a wide range of services that combine to make a real difference to residents' lives on a daily basis.

- We maintain **352** miles of road, **202** miles of public rights of way and **93** bridges
- We operate **5**, Libraries and a Mobile Library Service, the County Museum and Oakham Castle
- In an average year we process **260** Births, **250** deaths and **370** marriages
- We support on average each year **228** Carers, **2,000** Vulnerable adults and **1,100** vulnerable children and Young People at any one time
- We act as a Corporate Parent to our Children looked after – this number varies but at time of writing this report we have **39**
- We have supported and co-ordinated a multi-agency project to support the arrival of: **2 Royal Anglian Regiment** from Cyprus and **7th Logistic Regiment** from Germany in 2012; **1 Military Working Dogs Regiment** from Germany (2014 and on-going); **2 Medical Regiment from Germany** (2014)
- We send out in the region of **16,000** Council Tax Bills and **1,400** business rates bills each year
- We deal with an average caseload of **1,400** Housing Benefit cases and **1,600** Local Council Tax support cases
- We pay approx. **16,000** invoices per annum totalling **£45m**
- We deal with an average of **360** Freedom on information requests each quarter and the most recent quarter of 2017 we dealt with **18,900** telephone calls, and **3,230** visits to our Customer Service Centre
- We empty over **a million** bins each year
- The Rutland community helped us to collect **22,000** tonnes of waste in 2016/17 of which about **60%** was recycled

and much, much more...

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National, regional and local context

Rutland values its independence and the opportunities this gives us to provide a responsive and more personal service to our customers.

However, we also understand how important it is to operate within a wider context. National policy dictates in many instances the way we must deliver services and places a national framework upon us. In addition it is Central Government that allocates funding to Local Government through the Revenue Support Grant (RSG) and sets capping levels for increases to Council Tax. However it is important to remember that the highest proportion (57%) of funding to support RCC expenditure is raised through Council tax and that RSG is due to reduce to zero over the life of this plan.

We have always worked in partnership with an eclectic mix of Local Government and Public Sector partners. Just some of these include:

Partnership	RCC Relationship / Involvement
Rutland Together – Rutland’s Local Strategic Partnership	Full members, Chair and Secretariat
The Greater Cambridgeshire / Greater Peterborough Local Enterprise Partnership	Full members
Better Care Together - a Leicester, Leicestershire & Rutland (LLR) wide Health and Social Care transformational project	Full members
Rutland One Public Estate (ROPE) Partnership	Founding partners
LLR Resilience Forum – a multi-agency forum to support emergency planning	Full members
Midlands Highway Alliance	Full members
Safer Rutland Partnership (Community Safety Partnership)	Full members
LLR Road Safety Partnership	Full members
Leicestershire Sports Alliance	Full members

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Partnership	RCC Relationship / Involvement
Shared Services provided for us by others	
Legal Services, Environmental Protection – Peterborough City Council (PCC)	Client role
Conservation Advice – South Kesteven DC	Client role
Minerals and waste planning advice – Northamptonshire CC	Client role
Ecology and archaeology planning advice – Leicestershire CC	Client role
Internal Audit – Local Government Shared Services (LGSS)	Client role
Procurement – Welland Shared Service	Client role
Bridges and structural engineering – Leicestershire CC	Client role
Traffic signal maintenance – Leicester City Council	Client role

In addition, we work with a wide range of local partners who contribute to the huge number of public, private, voluntary, community and faith organisations that make Rutland so special.

During the next two years we anticipate the Governments Devolution⁴ agenda will progress and RCC will need to review the options going forward. We have already seen the creation of the new Cambridge / Peterborough Combined Authority (CA) and the election of the new Mayor. We will continue our dialogue with authorities to our East through our LEP and with the CA. Recent indications are that more services will be transferred (devolved) to Local Councils in a similar way to the recent transfer back to Local Government of Public Health. We will need to ensure that any such transfers are resourced appropriately and that Rutland is in the best position to ensure appropriate continuity of service provision.

This will include:

⁴ In this context we mean the Devolution of Powers from central government to local government and specifically Rutland CC or RCC as part of a Combined Authority.

- Continuing to evaluate devolution proposals in a Rutland context and in particular the impact of the CA
- Consider joining a Combined Authority (s) where there are advantages for Rutland whilst preserving Rutland independence
- Work with our partners to protect public services provided within the County including:
 - Health (e.g. the creation of a Health and Social Care Hub in Oakham)
 - Blue Light Services (Police, Fire and Rescue and East Midlands Ambulance Service (EMAS))
- Continuing to explore and work within Partnership Arrangements within the Public, Private and Voluntary, Community and Faith Sectors (VCF) where this contributes to the achievement of our strategic objectives
- Continuing the work already started on the further devolution of powers to Town and Parish Councils. This will build on emerging Neighbourhood plans and ongoing work linked to street lighting and other functions



The Buttercross, Oakham Market Place

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Key achievements 2011/15

These are just some of our highlights in addition to providing the services that our residents rely on 365 days of the year. We have not delivered these achievements on our own but through effective partnerships and through the efforts of our residents and local businesses:

- **0%** Council Tax increases throughout the life of the last Council
- Roll out of Fibre broadband to **95%** of the County by the end of 2016, supported by the highest take up of broadband services in the Country
- Increased recycling rates from **57%** to **60%**
- The purchase and development of Oakham Enterprise Park (OEP)
- Supported the successful transition from RAF to Army at Kendrew Barracks
- Completion of Catmose Campus including Rutland's first Leisure Centre at Catmose Sport
- Securing a **£500k** Sport England grant to bring the Sports Hall at OEP into use, creating the Active Rutland Hub
- Providing over **£300k** in grants and loans to local sports and recreation groups
- Supporting the expansion of Post-16 Learning within the County
- Securing **£2m** plus investment in Oakham Castle and completing the refurbishment
- Supporting our schools to deliver improving educational outcomes
- Working with our communities to keep our libraries open
- **36%** drop in recorded incidents of crime and antisocial behaviour since 2011
- A **38%** decrease in the number of people hurt in road accidents (from the 2007 to 2011 average)
- A new bus station for Oakham
- Improved our financial health by increasing our General Fund balances from **£4.1m** in March 2011 to **c£10m** by March 2016 to help us meet the challenge of reduced Government funding
- Delivered savings of over **£7m** without impacting front line service delivery which has helped absorb uncontrollable increases in costs e.g. demand for social care
- Maintained Council tax collection rates of over **98.8%** during the last 5 years
- Supporting economic growth resulting an increase in Gross Rateable Value from **25.1m** in 2011 to **27.3m** in 2016
- Reduced the number of permanent admissions to residential care
- Reduced the number of delayed transfers of care from hospital
- Increased success of reablement services preventing demand for further services
- Reduced the number of unplanned hospital admissions
- **75%** of children achieved the expected level or more at Early Years Foundation Stage Profile

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- **67.2%** of pupils achieved 5 A*-C at GCSE in Rutland, above the national average of **57.1%**

The future vision for Rutland

Rutland is a great place to live, learn, work, play and visit. We want to make it even better and we will do this by:

People & Places

- Delivering **sustainable⁵ growth** in our County supported by appropriate – housing, employment, learning opportunities & supporting infrastructure (including other Public Services)
- **Safeguarding** the most vulnerable and support the health and well-being needs of our community
- Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities in **reaching their full potential**

Resources

- Ensuring we have **a balanced Medium Term Financial Plan** based on delivering the best possible value for the Rutland pound

⁵For the purposes of this plan Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning planning. Simply stated, the principle recognises the importance of ensuring that all people should be able to satisfy their basic needs and enjoy a better quality of life, both now and in the future. Source: National Planning Policy Framework

What will the Rutland of the Future look like?

- Our population will grow with an increasing proportion of over 65s
- The Market towns of Oakham and Uppingham will expand and remain vibrant
- There is potential for growth to the North of Stamford and within the Rutland County boundary
- There will be sustainable growth in our villages
- We will explore the opportunities presented by the St George's Barracks brownfield 300 hectare sites through an inclusive master planning process
- Our environment, culture and heritage will be protected in the context of sustainable growth
- Services and infrastructure will grow to support a growing and ageing population
- There will be economic growth creating new jobs and new businesses
- The way we deliver public services will be more targeted and will support those who need us the most
- We will safeguard the vulnerable
- We will be more proactive, intervene earlier with a focus on prevention where appropriate
- Rutland will remain as one of the most popular places to live in the country with low crime rates, high life expectancy, high levels of academic achievement and attainment with an active and enriched community



Uppingham Market Place

What will we do?

Our Objectives

Corporate

- Sustain growth within the population of between 1,680 and 2,160 by 2020
- The creation of:
 - A minimum 160 new homes per annum - based on more recent growth 225 may be more likely
 - 40 more affordable homes per annum creating 160 over the life of this plan. This to include all forms of affordable housing
 - 300 jobs per annum accepting that some employment for residents will continue the trend of outward migration (employment out of County)
- Safeguarding the vulnerable within our community will be a key priority for our One Council
- A Rutland that is largely self-supporting and less reliant on central government with a balanced Medium Term Financial Plan
- Complete the improvement of broadband, developing and implementing a strategy for 2020 connectivity for the County
- Explore the right strategic partnerships to increase the sustainability of the Council

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- Continue to support our Armed Forces community
 - reviewing our support to Veterans and their families
 - launching an armed forces discount scheme
 - relaunching our Armed Forces Covenant

People

- Support expanded provision in Primary Care⁶
- Work with Health colleagues to create a Health and Social Care Hub for Rutland, providing enhanced medical facilities and services for the Rutland Community
- Ensure there is a sufficiency of school places supported by appropriate transport and modern infrastructure
- Sustained, improved performance across all Rutland Schools
- Narrow the performance gaps for Looked After Children, Children with Special Educational Needs and between boys and girls⁷
- Raise skills levels throughout the adult population
- Decrease the impact of smoking, obesity and alcohol consumption on the health and well-being of our community
- Continue to support a vibrant Voluntary, Community and Faith Sector to support our communities through strategic commissioning

Places

- Continue to maintain our road network as cost effectively as possible
- Improve road safety by reducing the number of people injured on our roads
- Make people feel safer by continuing to ensure low levels of crime and anti-social behaviour
- Continue to explore Localism and the opportunities for devolving services to our Parish and Town Councils
- Encouraging and supporting business start-up and growth
- Continuing to support businesses through signposting them to appropriate support and highlighting new opportunities
- Develop Phase 2 of Oakham Enterprise Park to create further employment and business growth opportunities

⁶ Primary Care - as many people's first point of contact with the NHS, around 90 per cent of patient interaction is with primary care services. In addition to GP practices, primary care covers dental practices, community pharmacies and high street optometrists.

⁷ These are the areas where there are currently gaps – this will be reviewed over the life of the plan and is there is a change in where the gaps are evident then the priorities will be reviewed.

- Review the Council's property portfolio to ensure we are making best use of our assets – this will include our Libraries, Rutland County Museum, Catmose and all other properties
- Continue supporting opportunities for creative expression and active lifestyles for all
- Ensure the Market Towns are vibrant and attractive to both residents and visitors

Resources

- Maximise collection and recovery rates
- Deliver improvements in Customer Services through the development of a new website and changes to the Council's Contact Centre
- Drive efficiencies in back office support through improved use of technology
- Support and develop our workforce

Our financial plan

Appendix 1 is an updated Medium Term Financial Plan (MTFP) approved by Council in February 2017. The MTFP sets out the forecast revenue (spend on day to day services) spending profile of the Council and estimates the level of resources it will have available over the next 5 years taking into account information available including local policy decisions and priorities, Government announcements, assumptions about inflation and risks facing the Council. The MTFP is not a static document and changes regularly.

Such an approach to financial planning provides the platform by which the Council can look to deliver public services in accordance with local priorities. Moreover, through ‘scanning the horizon’ and anticipating necessary change at the earliest opportunity, the Council can plan and take decisions to ensure that it can “live within your means” i.e. not spend more than the resources available.

For a full supporting explanation please follow this link:

http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending/budget_summary.aspx

In summary:

- The MTFP shows that Government funding will be reducing substantially – the core Government grant (Revenue Support Grant) will reduce from just over £4m in 2015/16 to £0 in 2018/19. In addition, by 19/20 the Council will be asked to pay over £960k more to the Government in business rates.
- To compensate for its loss of Government funding, the Council has increased council tax in 2016/17 and unless the funding position changes, council tax increases of c4% are likely over the period of the plan.
- The Council has no plans to make major investments in day to day services (excluding schools and other infrastructure required to support housing development and growth) and expects its spending to increase in line with inflation. However, it will face cost pressures from the introduction of the National Minimum Wage, changes to the welfare system, increased demand for adult social care and variations to the tax system (national insurance).
- By 19/20 the Council estimates that if it does not make further savings or receive additional funding then it will have a financial gap of c£2m.

In these circumstances the Council will be focusing on:

- Ensuring resources are focused on priority areas;
- Continuing to ensure that it focuses on achieving value for money/best value;
- Identifying and delivering savings opportunities to generate seeking additional income by identifying investment opportunities.
- Lobbying Government for a fair share of funding and trying to secure external funding where possible.



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Our workforce strategy

As at 1st August 2017 the Council has 458 employees which equates to 351 Full Time Equivalent employees (FTE). This is broken down as follows:

	People	Places	Resources	Total
FTE:	178.59	102.03	70.67	351.29
Headcount:	228	150	80	458
Male	25	63	29	117
Female	203	87	51	341
Full Time	122	72	59	253
Part Time	106	78	21	205
BME %age	1.31%	0.44%	0.87%	2.62%
Disabilities %age	4.59%	1.09%	1.75%	7.42%

Our Workforce Development Strategy provides an essential framework to support the development of all our employees.

One of our objectives is to be an 'employer of choice' and ensure that we can attract and retain good quality staff. We know that we are competing in a challenging labour market both from the private and public sectors, it is really important for Rutland to keep pace and ensure we can resource the organisation to deliver our services and achieve strategic aims and objectives.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often local and national pressures conflict.

The Council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge is crucial.

Our pay policy can be found at:

<http://www.rutland.gov.uk/pdf/Pay%20Policy%20Statement%202016.pdf>

And our Workforce Development Strategy can be found at:

<http://rutlandcounty.moderngov.co.uk/documents/s4064/Report%20No.%20062016%20Workforce%20Development%20Strategy.pdf>

In addition to our staff, we are committed to support the development of our Councillors through targeted training.

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Our key risks

The Council has in place a Risk Management Policy and Framework along with a comprehensive risk register. Both documents can be found at the following link under item 163:

<http://rutlandcounty.moderngov.co.uk/ieListDocuments.aspx?CIId=133&MIId=1455>

The Council's main aims in relation to Risk Management are to:

- Ensure that appropriate systems are in place to help identify, evaluate and make a conscious choice about how to deal with the risks that it faces
- Ensure that mechanisms exist to track and report business risks on an ongoing basis
- Embed risk management into the culture of the organisation in terms of how it operates and makes decisions
- Adopt a systematic approach to risk management as an integral element of business planning and performance management
- Raise awareness of the need for risk management by all those connected with delivery of the Council's services (including partners and contractors)

Overall responsibility for ensuring that the Council has the appropriate systems in place to manage business risk at a strategic level lies with the Strategic Management Team (SMT) and the Director of Resources will champion the process on their behalf. At an operational level, individual Directors supported by Heads of Service will have responsibility for managing risks.

The Corporate Risk Register is reviewed and discussed by SMT and reported to the Audit and Risk Committee on a quarterly basis.

Our supporting plans

This Corporate Plan sets a high level vision for the Council for the period 2016/2020. It is supported by a large number of supporting documents including some that are still in development. This includes the following:

Document	Link	Status
Medium Term Financial Plan	http://www.rutland.gov.uk/council_and_democracy/council_budgets_and_spending/budget_summary.aspx	MTFP at Budget Setting is latest version
Joint Strategic Needs assessment	http://www.rutland.gov.uk/health_and_social_care/rutlands_joint_strategic_need.aspx	Under continuous review
Adult Social Care Strategy	http://www.rutland.gov.uk/health_and_social_care/adult_social_care_strategy.aspx	Out for Consultation
Sexual Health Strategy	http://www.rutland.gov.uk/pdf/Rutland%20Sexual%20Health%20Strategy%20v0.3.pdf	Draft awaiting comments from Partners
Workforce Development Strategy	http://rutlandcounty.moderngov.co.uk/documents/s4064/Report%20No.%20062016%20Workforce%20Development%20Strategy.pdf	Approved
Local Plan	http://www.rutland.gov.uk/local_plan.aspx	Statutory Plan in Place
Growth Strategy	http://www.rutland.gov.uk/pdf/FINAL%20Economic%20Growth%20Strategy%202014-2021_Final%20Version.pdf	Approved
RCC Investment Strategy	http://rutlandcounty.moderngov.co.uk/documents/s4676/Report%20No.%20072016%20Appendices.pdf	Approved
Children & Young People's Plan	Currently in consultation stage	Consultation
Housing Strategies	http://www.rutland.gov.uk/housing/affordable_housing/policies_strategies.aspx	Approved
Local Transport Plan	http://www.rutland.gov.uk/pdf/LTP3%20Strategy%20Final%2021.03.11.pdf	Approved
People First Report	http://www.rutland.gov.uk/council_meetings/full_council/8_september_2014_full_council.aspx	Approved
Waste Management Strategy	http://www.rutland.gov.uk/waste_and_recycling/waste_policy_strategy.aspx	Approved
Transport Asset Management Plan	http://www.rutland.gov.uk/pdf/LTP3%20Strategy%20Final%2021.03.11.pdf	Approved
Community Safety Strategy	http://www.rutland.gov.uk/rutland_together/a_stronger_safer_community.aspx	Approved

Rutland is a great place to live, learn, work, play and visit

Appendix 1 – The Councils Medium Term Financial Plan as at February 2017 (for the most up to date version please see our web site)

	2015/16	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	Q4 Outturn £	Original £	Q1 Budget £	Q3 Forecast £	Proposed £	Proposed £	Proposed £	Proposed £	Proposed £
People	15,554,500	15,907,100	16,424,400	16,459,800	16,379,200	16,551,700	16,713,700	17,018,200	17,431,500
Places	11,903,200	12,318,200	12,524,800	12,517,700	12,239,800	12,355,300	12,638,900	12,917,800	13,222,800
Resources	5,166,300	5,246,700	5,742,700	5,634,700	5,398,600	5,524,200	5,631,700	5,731,600	5,834,600
Pay Inflation Contingency	0	330,700	0	0	45,000	716,300	1,146,500	1,588,600	1,870,700
Contract Inflation		150,000	150,000	0	0	0	0	0	0
Fire Authority contribution		75,000							
Adult Social Care Contingency	0	200,000	200,000	0	250,000	200,000	200,000	200,000	200,000
Corporate Headcount Saving					(121,000)	(121,000)	(121,000)	(121,000)	(121,000)
People First Savings	0	(234,800)	(234,800)	0	0	0	0	0	0
Net Cost of Services	32,624,000	33,992,900	34,807,100	34,612,200	34,191,600	35,226,500	36,209,800	37,335,200	38,438,600
Capital met from Direct Revenue	244,200	180,000	186,000	186,000	0	0	0	0	0
Appropriations	(1,854,900)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)	(1,897,000)
Capital Financing	1,897,000	1,930,601	1,930,601	1,930,601	1,904,945	1,881,825	1,858,890	1,836,103	1,836,103
Interest Receivable	(254,000)	(220,000)	(220,000)	(254,000)	(180,000)	(210,000)	(170,000)	(155,000)	(155,000)
Net spending	32,656,300	33,986,501	34,806,701	34,577,801	34,019,545	35,001,325	36,001,690	37,119,303	38,222,703
Resources									
Other Income	(576,604)	(239,500)	(272,500)	(325,178)	(160,700)	(63,600)	(61,600)	0	0
New Homes Bonus	(808,606)	(1,230,055)	(1,230,055)	(1,230,024)	(1,214,332)	(1,266,270)	(1,265,755)	(1,026,590)	(930,773)

Better Care Fund	(2,046,000)	(2,046,000)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)	(2,061,200)
Social Care In Prisons	(294,198)	(70,138)	(70,138)	(54,128)	(54,128)	(54,128)	(54,128)	(54,128)	(54,128)
Rural Delivey Grant	0	(843,258)	(843,258)	(843,258)	(680,891)	(523,763)	(680,891)	(680,891)	(680,891)
Transition Grant	0	(339,932)	(339,932)	(339,932)	(336,573)	0	0	0	0
Adult Social Care Support Grant	0	0	0	0	(136,300)	0	0	0	0
Council tax freeze grant	(218,634)	0	0	0	0	0	0	0	0
Revenue Support Grant	(4,060,409)	(2,353,919)	(2,353,919)	(2,353,919)	(888,716)	0	958,318	958,318	958,318
Retained Business Rates Funding	(4,221,300)	(4,770,200)	(4,770,200)	(4,770,200)	(4,785,764)	(4,917,954)	(5,115,963)	(5,306,364)	(5,499,412)
Council Tax/Social care precept	(20,685,300)	(21,924,400)	(21,924,300)	(21,924,400)	(23,242,155)	(24,513,100)	(25,745,200)	(27,005,200)	(28,324,800)
Adult Social Care Precept		0	0	0	0	0	0	0	0
Collection fund surplus	0	(248,000)	(248,000)	(248,000)	(170,000)	0	0	0	0
Total available Resources	(32,911,051)	(34,065,402)	(34,113,502)	(34,150,239)	(33,730,759)	(33,400,014)	(34,026,418)	(35,176,055)	(36,592,885)
Use of Earmarked Reserves	(214,000)	(553,200)	(1,468,200)	(863,400)	(270,200)	(279,200)	(163,800)	(64,600)	(64,600)
Use of General Fund Balances	(468,751)	(632,101)	(775,001)	(435,838)	18,586	1,322,111	1,811,472	1,878,648	1,565,218
Balance brought forward	(9,675,000)	(10,089,084)	(10,143,751)	(10,143,751)	(10,579,589)	(10,561,003)	(9,238,892)	(7,427,420)	(5,548,773)
Balance carried forward	(10,143,751)	(10,721,185)	(10,918,752)	(10,579,589)	(10,561,003)	(9,238,892)	(7,427,420)	(5,548,773)	(3,983,555)

Appendix 2 - Our Plan on a Page

Our Vision	Rutland is a great place to live, learn, work, play and visit			
The Future Rutland	<ul style="list-style-type: none"> • Our population will grow with an increasing proportion of over 65s • The Market towns of Oakham and Uppingham will expand and remain vibrant • There is potential for growth to the North of Stamford and within the Rutland County boundary • We will explore the opportunities presented by the St George’s Barracks brownfield 300 hectare sites through an inclusive master planning process • There will be sustainable growth in our villages • Our environment , culture and heritage will be protected in the context of sustainable growth • Services and infrastructure will grow to support a growing population and ageing • There will be economic growth creating new jobs and new businesses • The way we deliver public services will be more targeted and will support those who need us the most • We will safeguard the vulnerable • We will be more proactive, intervene earlier with a focus on prevention where appropriate • Rutland will remain as one of the most popular places to live in the Country with low crime rates, high life expectancy, high levels of academic achievement and attainment with an active and enriched community 			
Strategic Aims	Sustainable Growth	Safeguarding	Reaching our Full Potential	Sound Financial and Workforce Planning
Strategic Aims	Delivering sustainable growth in our County supported by appropriate – housing, employment, learning opportunities & supporting infrastructure (including other Public Services)	Safeguard the most vulnerable and support the health & well-being needs of our community	Plan and support future population and economic growth in Rutland to allow our businesses, individuals, families and communities to reach their full potential	Ensure that our medium term financial plan is in balance and is based on delivering the best possible value for the Rutland pound
Strategic Objectives	<p>Sustainable growth of a population increase of between 1,680& 2,160 by 2020</p> <p>Work with Health colleagues to create Health and Social Care Hub for Rutland providing enhanced medical facilities and services for the Rutland Community</p> <p>Explore the right strategic partnerships to increase the sustainability of the Council</p> <p>Develop Phase 2 of Oakham Enterprise Park to create further employment and business growth opportunities</p> <p>Continue to maintain our road network as cost effectively as possible</p> <p>Continue to explore Localism and the opportunities for devolving services to our Parish and Town Councils</p> <p>Support the promotion of Rutland as a place to visit to strengthen the local economy and the impact of the Tourism sector</p> <p>Ensure our Market Towns are vibrant and attractive to both residents and visitors</p> <p>Complete the improvement of roll broadband, developing and implementing a strategy for 2020 connectivity for the County</p>	<p>Ensure that our procedures and practices support out duty to effectively safeguard vulnerable adults, children and young people</p> <p>Decreasing the impact of smoking, obesity and alcohol consumption on the health and well-being of our community</p> <p>Continuing to support the development of a vibrant Voluntary, Community and Faith Sector to support our communities through strategic commissioning</p> <p>The long term objective for road safety is to have no deaths or injuries on our roads – vision zero.</p> <p>Make people feel safer by continuing to ensure low levels of</p>	<p>Supporting expanded provision in Primary Care</p> <p>Ensuring there are adequate school places supported by appropriate transport and modern infrastructure</p> <p>Sustained, improved performance across all Rutland Schools</p> <p>Narrowing the performance gaps for Looked After Children, Children with Special Educational Needs and between boys and girls</p> <p>Raising skills levels throughout the adult population</p> <p>Support our communities to access cultural, recreational and volunteering opportunities</p>	<p><u>Finance</u></p> <p>A balanced MTFP</p> <p>Review the Council’s property portfolio to ensure we are making best use of our assets – this will include our Libraries, Rutland County Museum, Catmose and all other properties</p> <p>Maximise collection and recovery rates</p> <p>Drive efficiencies in back office support through improved use of technology</p> <p>To transform customer access to services through the provision of multi-channel services</p> <p><u>Workforce</u></p> <p>To be an ‘employer of choice’ through the delivery of our workforce development strategy</p> <p>To support and develop our workforce</p>

		crime and anti-social behaviour		
<p>How will we measure success?</p> <p>Our Targets</p>	<p><u>A great place to live & Work....</u></p> <p>The creation of:</p> <p>700 - 900 new homes 160 Affordable homes 200 jobs created per annum</p> <p>Oakham Enterprise Park strategic plan to be completed by 31st December 2017</p> <p>A plan developed with key health partners for the creation of a Health and Social care Hub</p> <p>Highway asset management plan to be updated to achieve a Department of Transport band 3 rating by 31/03/2020</p> <p>An Oakham Town Centre Improvement Scheme to be implemented by 30/09/2018</p> <p>Complete the roll out of improved broadband across the County</p>	<p><u>A great place to live, play and visit.....</u></p> <p>2% reduction in Emergency Admissions against forecast levels (equates to 68 fewer admissions in 2016-17)</p> <p>By 2020, a 20% reduction in annual delayed transfer of care (DTC) days, relative to the 2015-16 total (977 days)</p> <p>Fewer than 0.36% of the Rutland over 65 population entering residential care per year (equates to 33 people in 2016-17)</p> <p>By 2020 - 90% of people receiving reablement per quarter still at home 3 months after discharge</p> <p>Reduce the incidents of reported crime and antisocial behaviour by 5% by 31/03/2020 from the 2015/16 baseline.</p> <p>Robust safeguarding arrangements in place to support vulnerable adults, Children and Young people and delivery against the targets outlined in our Local Safeguarding Children's and Adults Plan</p> <p>15% increase in visitors to Oakham Castle and income generated at the site</p> <p>Maintain Rutland's position in the most active places in the Country, as measured by Sport England</p>	<p><u>A great place to learn.....</u></p> <p>A Learning Strategy approved and in place by 31/12/16</p> <p>95% of all children seeking a primary school place are offered their first choice and 100% children are offered a school of their choice (1st -3rd choice)</p> <p>90% of children seeking a secondary school place are offered their first choice and 98% children are offered a school of their choice. (1st -3rd choice).</p> <p>Pupil and parent reviews of transport services indicate 90% "good"</p> <p>KS4 % achieving 5+ A*-C incl. English & Maths: 2017: 73% 2020: 80%</p> <p>Progress and attainment measures indicate Rutland: 2017 in top 15 counties; 2020 in top 5 counties</p> <p>KS1 & 2: 2017: amongst the top 10 counties; 2020 among the top 3 counties in England</p> <p>Early Years Foundation Stage : 2017 among top 5 counties; 2020 among top three counties</p> <p>Looked After Children: all children show progress at 10% rate above average progress scores (at KS2; KS4) 2017: 3%; 2020: 10%.</p> <p>Special Educational Needs: children show progress that is appropriate to them (incl. P scales)</p> <p>Boys/girls: KS4 % gap between achieving 5+ A*-C incl. English & Maths: 2017: 9%; 2020: 5%. KS2: 2017 current gap APS to be reduced to better than national average; 2020; to be among the top 10 Counties.</p> <p><u>Adult Learning</u> 2017 increase the overall level of skills (NVQ) of Rutland residents to: 92% at Level One; 76% at Level Two; 60.5% at Level Three; 40% at Level Four. - 2020 increase the overall level of skills (NVQ) of Rutland residents to: 95% at Level One; 78% at Level Two; 63%% at Level Three; 41% at Level Four.</p>	<p><u>Sound financial and workforce planning.....</u></p> <p><u>Finance</u></p> <p>Agree an updated savings programme as part of budget setting that continues to reduce the financial gap by 2019/20.</p> <p>Deliver the annual savings programme, to be reported at the end of each financial year.</p> <p>Maintain reserve balances above minimum recommended level of £2m across the life of the MTFP</p> <p>Collect 98% of Council Tax and 97% of Business Rates</p> <p>Reduce back office costs by 5% by 2019/20</p> <p>Adopt a property asset management strategy by 31/12/2016</p> <p>Deliver a new website that increases on line transactional services year on year for the duration of the plan from a 2016 baseline</p> <p><u>Workforce</u></p> <p>Increase stability in our workforce through a sustained reduction in spend and headcount for temporary, interim & agency staff based on a 2015/16 baseline</p> <p>Improve staff satisfaction scores based on our staff survey compared to the March 2015 baseline</p> <p>Deliver against the actions and targets identified within our workforce development strategy</p>

Appendix 3 – Performance to date

<p>How will we measure success?</p> <p>Our Targets</p>	<p><u>A great place to live & Work....</u></p> <p>R The creation of: 700 - 900 new homes 160 Affordable homes 200 jobs created per annum</p> <p>G Oakham Enterprise Park strategic plan to be completed by 31st December 2017</p> <p>G A plan developed with key health partners for the creation of a Health and Social care Hub</p> <p>G Highway asset management plan to be updated to achieve a Department of Transport band 3 rating by 31/03/2020</p> <p>G An Oakham Town Centre Improvement Scheme to be implemented by 30/09/2018</p> <p>G Complete the roll out of improved broadband across the County</p>	<p><u>A great place to live, play and visit.....</u></p> <p>G 2% reduction in Emergency Admissions against forecast levels (equates to 68 fewer admissions in 2016-17)</p> <p>A By 2020, a 20% reduction in annual delayed transfer of care (DTC) days, relative to the 2015-16 total (977 days)</p> <p>G Fewer than 0.36% of the Rutland over 65 population entering residential care per year (equates to 33 people in 2016-17)</p> <p>G By 2020 - 90% of people receiving reablement per quarter still at home 3 months after discharge</p> <p>G Reduce the incidents of reported crime and antisocial behaviour by 5% by 31/03/2020 from the 2015/16 baseline.</p> <p>G Robust safeguarding arrangements in place to support vulnerable adults, Children and Young people and delivery against the targets outlined in our Local Safeguarding Children’s and Adults Plan</p>	<p><u>A great place to learn.....</u></p> <p>G A Learning Strategy approved and in place by 31/12/16</p> <p>G 95% of all children seeking a primary school place are offered their first choice and 100% children are offered a school of their choice (1st -3rd choice)</p> <p>G 90% of children seeking a secondary school place are offered their first choice and 98% children are offered a school of their choice. (1st - 3rd choice).</p> <p>G Pupil and parent reviews of transport services indicate 90% “good”</p> <p>G KS4 % achieving 5+ A*-C incl. English & Maths: 2017: 73% 2020: 80%</p> <p>A Progress and attainment measures indicate Rutland: 2017 in top 15 counties; 2020 in top 5 counties</p> <p>R KS1 & 2: 2017: amongst the top 10 counties; 2020 among the top 3 counties in England</p> <p>A Early Years Foundation Stage : 2017 among top 5 counties: 2020 among top three counties</p> <p>A Looked After Children: all children show progress at 10% rate above average progress scores (at KS2; KS4) 2017: 3%; 2020: 10%.</p>	<p><u>Sound financial and workforce planning.....</u></p> <p><u>Finance</u></p> <p>G Agree an updated savings programme as part of budget setting that continues to reduce the financial gap by 2019/20.</p> <p>G Deliver the annual savings programme, to be reported at the end of each financial year.</p> <p>G Maintain reserve balances above minimum recommended level of £2m across the life of the MTFP</p> <p>G Collect 98% of Council Tax and 97% of Business Rates</p> <p>G Reduce back office costs by 5% by 2019/20</p> <p>G Adopt a property asset management strategy by 31/12/2016</p> <p>G Deliver a new website that increases on line transactional services year on year for the duration of the plan from a 2016 baseline</p>
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		<p>A 15% increase in visitors to Oakham Castle and income generated at the site</p> <p>G Maintain Rutland's position in the most active places in the Country, as measured by Sport England</p>	<p>A Special Educational Needs: children show progress that is appropriate to them (incl. P scales)</p> <p>A Boys/girls: KS4 % gap between achieving 5+ A*-C incl. English & Maths: 2017: 9%; 2020: 5%. KS2: 2017 current gap APS to be reduced to better than national average; 2020; to be among the top 10 Counties.</p> <p>G <u>Adult Learning</u> 2017 increase the overall level of skills (NVQ) of Rutland residents to: 92% at Level One; 76% at Level Two; 60.5% at Level Three; 40% at Level Four. - 2020 increase the overall level of skills (NVQ) of Rutland residents to: 95% at Level One; 78% at Level Two; 63%% at Level Three; 41% at Level Four.</p>	<p><u>Workforce</u></p> <p>G Increase stability in our workforce through a sustained reduction in spend and headcount for temporary, interim & agency staff based on a 2015/16 baseline</p> <p>G Improve staff satisfaction scores based on our staff survey compared to the March 2015 baseline</p> <p>G Deliver against the actions and targets identified within our workforce development strategy</p>
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Appendix 4 Glossary of terms

BME	Black and Minority Ethnic
CA	Combined Authority – References in this document mostly refer to Cambridgeshire and Peterborough CA
Devolution	The transfer of Powers from central government to local government and specifically Rutland CC or RCC as part of a Combined Authority
EMAS	East Midlands Ambulance Service
FTE	Full Time Equivalent
General Fund Balances	The Councils financial reserve
Gross Rateable Value	Gross Rateable value represents the open market annual rental value of a business/ non-domestic property
Indices of Deprivation	The English Indices of Deprivation provide a relative measure of deprivation at small area level across England. Areas are ranked from least deprived to most deprived on seven different dimensions of deprivation and an overall composite measure of multiple deprivation.
JSA	Job Seekers Allowance
MTFP	Medium Term Financial Plan
OEP	Oakham Enterprise Park
Primary Care	First point of contact with the NHS, around 90 per cent of patient interaction is with primary care services. In addition to GP practices, primary care covers dental practices, community pharmacies and high street optometrists.
RSG	Revenue Support Grant
Sustainable	For the purposes of this plan Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning planning. Simply stated, the principle recognises the importance of ensuring that all people should be able to satisfy their basic needs and enjoy a better quality of life, both now and in the future. Source: National Planning Policy Framework
VCF	Voluntary, Community and Faith Sectors

CABINET

19th September 2017

FUTURE PROVISION OF BUILDING CONTROL SERVICES

Report of the Director for Places

Strategic Aim:	Sustainable Growth	
Key Decision: Yes	Forward Plan Reference: FP/190517	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Oliver Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@Rutland.gov.uk
	Andrew Edwards, Head of Property Services	01572 758391 aedwards@Rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Authorise the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Standards and Resources , the Director for Resources and Peterborough Legal Services to agree and finalise terms in respect of either a Joint Service Provision (Option 3) or Delegation of Responsibility to another Authority (Option 4) subject to the development of a viable business case.
2. Authorise the Head of Property Services in consultation with the Portfolio Holder for Growth Trading Standards and Resources, the Director for Resources and Peterborough Legal Service to agree and finalise the selection criteria for a new service provider and run a tender process to choose a preferred supplier, subject to acceptable tenders(Option 5). This option will only be pursued if Options 3 and 4 are not viable but given the timescales will run concurrently with other activities.
3. Authorise the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Standards and Resources , the Director for Resources and Peterborough Legal Services the authority to extend the existing contract (Option 2) for up to three years if Options 3, 4 or 5 are not viable or have not been finalised within the necessary timeframe.
4. Authorise the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Standards and Resources , the Director for Resources and Peterborough Legal Services to enter into a contract to pursue whichever option ultimately provides the best value for money for the Council

1 PURPOSE OF THE REPORT

- 1.1 To ensure that the Council has in place the necessary capacity and capability to deliver the Business Control function required by statute.
- 1.2 To seek Cabinet approvals as set out in the recommendations above. The approvals requested will ensure that the contract can be placed with the minimum of delays.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 There is a statutory requirement for the Council to provide the Building Control function. This does not need to be undertaken in-house and can be provided by others via outsourcing either through a contract as at present or through joint working with another Council or Councils.
- 2.2 The primary function of Building Control is to ensure that new or refurbished buildings comply with the Building Regulations. These are a set of standards set by central government and cover all aspects of a building. All new and refurbished buildings must comply with Building Regulations.
- 2.3 There is no requirement for any party to use the Council's Building Control service and individuals or companies can use Approved Inspectors (AIs). These are appointed by the party undertaking the works. They are responsible for ensuring that the works comply with Building Regulations and issuing the necessary certification to the Local Authority.
- 2.4 In addition the Council's Building Control service also reviews dangerous structures. This can involve a proactive approach where the condition of structures which are known to be at risk are regularly reviewed and where necessary action taken. It can also involve a reactive approach where support is provided 24 hours a day to emergency services when a structure is considered to be unsafe.
- 2.5 Since the 1st April 2014 this function has been undertaken by Rutland Building Consultancy (RBC). The end date of their contract is the 31st March 2018. The contract has already been extended by one year and the contract provides the potential for the contract to be extended for a further 3 years
- 2.6 Since it could take up to six months to put in place a replacement contract consideration has to be given now as to the way forward.

3 OPTIONS

- 3.1 There are number of options to be considered:

3.1.1. Option 1: Do nothing

This would involve the Council not providing this service. By law, the Council must offer a building control service.

3.1.2 Option 2: Extension of the existing RBC contract

As briefly outlined there is provision within the existing contract to extend for up to a further 3 years – until March 2021. Whilst this option would ensure continuity of

service with staff who know the area this would not allow for the cost of the service to be tested commercially at today's prices and would weaken our ability to demonstrate value for money for this work.

3.1.3 In addition Contract Procedural Rules [Para 20.3(f)] require that when the value of the Corporate Contract exceeds £500k Cabinet approval is obtained for an extension. Given that annual expenditure is approximately £120k (£480 by March 2018) the costs will exceed £500k during the Financial Year 2018/19.

3.1.3 **Option 3: Joint Service Provision**

3.1.4 An issue that this Council always faces is that the small size of the service gives very little scope to drive out economies of scale or to be attractive to the larger providers. The opportunity of a shared service with one of more Councils would allow the parties to drive out economies of scale in addition to ensuring that resilience is built into the service provision.

3.1.5 Discussions have taken place with Peterborough City Council (PCC) and East Midlands Building Consultancy (EMBC).

3.1.6 EMBC is a partnership of South Kesteven, Newark, Sherwood, and Rushcliffe. Whilst initial discussions were positive it has become clear that they have no desire to have an additional partner at the moment. Whilst they could provide a service it would require a formal tender which negates the benefits of partnership

3.1.7 It is clear from the proposals that PCC have put forward that RCC would be a junior partner in such a structure and the benefits and costs were not fully defined. Given the immaturity of their proposals there is a risk that any solution would not be in place by the 31st March 2018.

3.1.4 **Option 4: Delegation of Responsibility**

3.1.5 Another option would be to delegate responsibility to another Local Authority to undertake the works on our behalf.

3.1.6 This would be dependent upon a suitable Local Authority being prepared to undertake the works on our behalf. Whilst this may be a possibility it will involve a period of negotiation which, subject to identifying a suitable Local Authority, could take a number of months.

3.1.7 Given the immaturity of this there is a risk that any solution would not be in place by the 31st March 2018

3.1.8 **Option 5: Re-Tendering the Service.**

3.1.9 This option would involve retendering the service. The advantage of this approach is that we give all other parties (including EMBC & PCC) the opportunity of tendering for the works and that we can be assured that the rates are competitive.

3.1.10 The disadvantage of this approach is that given the small size of the service there may be little if any interest. Research has shown that after the last tendering exercise in spring 2014 only three companies submitted a bid.

3.1.11 In order for this option to be viable the Council needs to start the tendering process as soon as possible to ensure there is sufficient time for the process to be completed in line with the deadlines imposed by the existing contract.

4 PROPOSED ACTION

- 4.1 With the information available at present is it not clear which of options 2 to 5 will provide the best value for the Council. However, Option 5 has an additional time factor which means that unless work starts on this Option now, it will no longer be a viable option in any event.
- 4.2 Taking all of the above into account it is proposed that RCC move forward with Option 5. This will allow us to tender the works to ensure Value-for-Money for the authority. It is anticipated that Rutland Building Consultancy - the current holder of the contractor will submit a bid.
- 4.3 Should there be little or no interest from alternative suppliers then the option remains to extend the existing contract (Option 2) subject to Cabinet agreement for an additional 12 months until March 2019.
- 4.4 The proposal to proceed with Option 5 does not prevent the Council from pursuing other options. If a viable proposal in line with Options 3 or 4 comes forward then there is no reason why the Council cannot abandon Option 5 and proceed down one of these alternative routes. The time required to pursue Option 5 means that cabinet approval is required for this course of action now.
- 4.5 If a business case can be developed for Options 3 or 4 then Cabinet will be asked to delegate to the Head of Property Services in consultation with the Portfolio Holder – Finance and Places and the Director for Resources to enter into an agreement that either delegates authority to another Council for the provision of the Building Control Service or a Joint Service Provision.
- 4.6 Given the nature of this procurement, its non-contentious nature and timescales it is proposed that Cabinet provide full delegation to the Head of Property Services in consultation with the Portfolio Holder – Finance and Places and the Director for Resources to agree and finalise the selection criteria for the new service provider and subject to acceptable tenders appoint a new supplier.
- 4.7 If this proves to be untenable then the option to extend the existing contract for up to an additional 3 years will be considered.

5 CONSULTATION

- 5.1 Consultation has taken place internally with Senior Elected Members, Chief Officers, Legal Services, Welland Procurement and Finance

6 ALTERNATIVE OPTIONS

- 6.1 Alternative options are set out earlier in Section 3 of the report.

7 FINANCIAL IMPLICATIONS

- 7.1 This service is demand driven. Anticipated net income (surplus) for Financial Year 17/18 is circa £50k.

7.2 Other than a potential increase in net revenue income there are no financial implications. This service is already fully funded and contained within the existing budget.

8 PROCUREMENT PROGRAMME

8.1 Assuming that Cabinet agree to recommendations within this report an outline is identified below for a full tendering in accordance with EU procurement requirements.

Action	By Who	By When	Comments
Agree procurement approach	All	31/07/17	Underway
Draft Invitation to Tender documents inc. criteria and weightings	WProc	15/08/17	Complete
Draft OJEU notice	WProc	25/08/17	Complete
Approval for procurement	Cabinet	19/09/17	
Agree all procurement documentation	RCC	22/09/17	Complete
Publish OJEU notice	WProc	25/09/17	
Publish Contracts Finder/ Source Rutland notices	WProc	27/09/17	
Deadline for clarification questions	Bidders	13/10/17	
Deadline for responses to clarification questions	All	18/10/17	
Return date for tender	Bidders	31/10/17	
Tender evaluations (paper submissions)	All	10/11/17	
Clarification meetings (if required)	All	24/11/17	
Agree preferred bidder	All	01/12/17	
Issue notification of award	WProc	04/12/17	
Standstill starts		05/12/17	Please note that due diligence also happens during this period
Standstill ends		15/12/17	
Award contract	RCC	18/12/17	
Transition period		Jan-Mar 2018	
Contract commencement		1st April 2018	

9 LEGAL AND GOVERNANCE CONSIDERATIONS

9.1 The service will be acquired in accordance with Contract Procedural Rules and will follow the EU Procurement Rules.

9.2 Delegation of Authority to the Head of Property Services will ensure that alternative options can be considered whilst ensuring that the Council continues to provide a statutory service.

10 EQUALITY IMPACT ASSESSMENT

10.1 This report seeks approval to seek tenders and award a contract. Whilst not required at this stage an EIA will be completed later in the process when the preferred option becomes clear.

11 COMMUNITY SAFETY IMPLICATIONS

11.1 There are no Community Safety Implications

12 HEALTH AND WELLBEING IMPLICATIONS

12.1 There are no Health and Wellbeing Implications

13 HUMAN RESOURCE IMPLICATIONS

13.1 Pension Matters

13.1.1 Employees are given protection by the 'Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE) if the service in which they are employed changes hands. In effect their employment and any associated liabilities, legally moves from the old employer to the new employer.

13.1.2 Employees' pension rights are not directly protected by the TUPE Regulations. However, employers that participate in the LGPS should be aware of the legal position regarding staff TUPE transferring from their organisation to an external service provider (i.e. a Contractor) including obligations to ensure 'pension protection' going forward.

13.1.3 In cases of delegation to another LGPS Employer, pension protection can be achieved by ensuring that transferring staff have either:

- (a). Continuing access to Membership of the LGPS, or
- (b). Access to a pension scheme which has been certified by the Government Actuary Department (GAD) as being 'broadly comparable' to the LGPS.

13.1.4 Risk relates to liabilities and deficits which have already accrued or can accrue over the course of an agreement, regarding funding the provision of Members' LGPS benefits. RCC, as the Scheme Employer will need to decide whether any pensions deficit which there may already be in respect of the employees to be TUPE transferred will be retained by ourselves (i.e. the transferred service is to be treated as fully-funded); or any pensions deficit is to be transferred to the contractor.

13.1.5 It is assumed that the Council will not look to transfer any pension deficit which may exist (at this stage the Council is not aware of any deficit or what the level of it is) but given the number of staff involved this is not considered to be significant. Should the pension deficit remain with the Council this would be funded through ongoing contribution rates. Once staff have transferred the Fund Actuary may calculate a new Employer Contribution Rate - the charge made to a Scheme Employer of underpinning costs of providing the occupational pension scheme benefits provided by the LGPS not met by Member contributions and returns on Fund investments.

13.1.6 Given the likely number of staff transferring, it is unlikely that the Council's contribution rate would change significantly). A lump sum payment to clear any deficit is not required.

13 Transfer of Undertakings (TUPE)

13.2.1 Two staff have the potential be directly affected by the proposals set out in this report depending upon the option selected. Assuming that either Options 3, 4 or 5 are selected it will be necessary to enter into formal consultation with the recognised Trade Unions and staff regarding a TUPE transfer. It is considered at

this stage that TUPE would apply. Staff have already been informally advised of the proposals.

- 13.2.2 Formal consultation on the proposal will take place when there is an agreement to proceed. Staff will be kept up to date during the tender process and in particular the development of the tender documentation.

14 ORGANISATIONAL IMPLICATIONS

- 14.1 Dependent upon the route selected there is the potential for a 2 staff to be subject to TUPE. If this is the outcome then any transfer will be conducted in accordance with current policy and legal requirements.

15 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 15.1 The proposals set out in this report will ensure that the Council can move forward with the procurement of a Building Control service whilst ensuring that we are still able to pursue other options.
- 15.2 The proposed delegations will ensure that RCC will be able to respond effectively to opportunities as they arise ensuring that a statutory service is provided at all times.

16 BACKGROUND PAPERS

- 16.1 There are no additional background papers

17 APPENDICES

- 17.1 There are no appendices

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CABINET

19th September 2017

FUTURE DELIVERY OF FACILITY MANAGEMENT SERVICES

Report of the Director for Places

Strategic Aim:	Sound financial planning and workforce planning	
Key Decision: Yes	Forward Plan Reference: FP190517	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Oliver Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
	Andrew Edwards, Head of Property Services	01572 758391 aedwards@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Endorse the proposal to contract out Facilities Management as one package of works
2. Authorises the Head of Property Services in consultation with the Portfolio Holder Growth, Trading Standards and Resources , the Director for Resources and Peterborough Legal Services to determine a procurement route, award criteria and if a suitable supplier or suppliers are identified move forward and award a contract
3. Authorises the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Standards and Resources, the Director for Resources and Peterborough Legal Services to extend, where required existing contracts to ensure a smooth transition to the new arrangements.
4. Authorises the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Standards and Resources, the Director for Resources and Peterborough Legal Services to extend the contact let at (2) for an additional 2 years without reference back to Cabinet.

1 PURPOSE OF THE REPORT

- 1.1 This report seeks approval from Cabinet for the placement of one contract to provide Facility Management Services. This approach is being proposed to build additional resilience into service delivery and also provide a service that is more effective and efficient.
- 1.2 To seek Cabinet approvals as set out in the recommendations above. The approvals requested will ensure that the contract can be placed with the minimum of delays.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Since December 2015 a number of options have been explored regarding the provision of Facilities Management (FM) Services and how the service can be more efficient and cost effective. One of which was the potential outsourcing of the FM function and the potential benefits to the Council
- 2.2 To facilitate this a number of discussions have taken place with other local authorities and the private sector. Whilst it is clear that outsourcing can bring benefits to the Council it was equally clear that to be attractive to the private sector it was necessary to have work packages of a suitable size.
- 2.3 This paper sets out how Rutland County Council can move forward and bring various functions together to provide the “critical mass” that would allow realistic and competitive bids.

3 HOW THE FUNCTION IS CURRENTLY DELIVERED

- 3.1 There are numerous definitions of FM but for the purposes of this report it is assumed to include those activities required to provide effective and efficient operation of the property portfolio on a daily basis. Included within the scope of this report are the following:
 - 3.2 **Premises Officers:**
 - 3.2.1 Provide a janitorial service across all Council assets from 07:30 in the morning until close of business – which could be a late committee meeting.
 - 3.2.2 They also provide an initial assessment when a problem within the operational property portfolio is identified. If resolution of the issue is within their capabilities then they will take the necessary action. If not they will report back to the Property Service Desk who will take any further action required.
 - 3.2.3 They also provide an ‘out-of-hours’ service should an issue arise. A typical example could be as a result of activation of fire or burglar alarms.
 - 3.2.4 RCC currently engage the services of 3 full time Premises Officers – 2 based at Catmose with a third at OEP.
 - 3.2.5 Premises Officer costs are set out below:

Asset	Provider	2017/18 Budgets £	2017/18 Forecast Spend £	Budget Variance	Comments
Premises Officers					
Catmose	Salaries 2017/18 Premises Officers	£47,300	£44,900	(£2,400)	Assumes vacant posts recruited to from 1 September 2017 and agency costs for 2 months.
Oakham Enterprise Park	Salaries 2017/18 Premises Officers	£23,200	£23,000	(£200)	
Total Premises Officers		£70,500	£67,900	(£2,600)	

3.3 Property Service Desk

- 3.3.1 This provides a reactive service during office hours. Requests for action are reported by either telephone or e-mail. It also includes the provision of a service to schools who utilise a Service Level Agreements (SLA).
- 3.3.2 Should a call be received a decision will be made on the urgency of the issue and if necessary a suitable contractor will be instructed to visit the site and undertake a suitable repair and report back.
- 3.3.3 Should the issue require more than just a repair one of the Councils Building Surveyors will be tasked and will take resolution of the issue forward in accordance with established processes.
- 3.3.4 An out-of-hours service is provided by Harborough lifeline. Their remit is only to address issues that could be considered an “emergency”. They are in possession of a list of contractors who are familiar with RCC sites. They will instruct the contractor to go out and undertake a repair that will address the immediate issue and identify any follow up action necessary. This will be reported to the Service Desk who will then take whatever action is needed to accordance with established procedures.
- 3.3.5 Costs associated with operating the Property Service Desk are set out below:

Asset	Provider	2017/18 Budgets	2017/18 Forecast Spend	Budget Variance	Comments
Property Service Desk					
Catmose	Salaries 2017/18 Technical Administration Post	£16,200	25,400	£9,200	Agency cover from July and forecast spend assumes continuation for financial year.
Total Property Services Desk		£16,200	£25,400	£9,200	

3.4 Cleaning Services

3.4.1 Currently the cleaning function is provided by a combination of contracts and RCC staff.

3.4.2 The number of staff directly employed to deliver a cleaning service amounts to 4 staff. These are all on part time contracts. Combined they amount to 1.34 Full Time Equivalents (FTE).

3.4.3 The approach adopted for each asset together with the direct staff costs are set out:

Asset	Provider	2017/18 Budgets	2017/18 Forecast Spend	Budget Variance	Comments
Cleaning Services					
Catmose Offices	Internal RCC Staff	£29,400	£74,705	£43,305	Although only £1k contract cleaning budget shown, vacancies held in staffing budget for cleaners to mitigate the costs for Always Available. However as it was anticipated a new Facilities Management Package would be in place in 2017/18 £45k savings were taken.
Museum & Libraries	Internal RCC Staff/Contractors	£1,000	£1,500	£500	
Jules House/Children's Centre	Internal RCC Staff/Contractors	£18,000	£10,400	(£7,600)	
Oakham Enterprise Park – Common Areas/RALLS	Contractor	£10,400	£12,200	£1,800	
Ashwell Business Units	Contractor	£3,300	£3,800	£500	
Oakham Bus Station/Uppingham W/Cs, Cemetery and Restroom	Contractor	£6,700	£7,700	£1,000	Includes WCs
Sport and Leisure	Contractor	£2,200	£9,100	£6,900	
Total Cleaning Services		£84,600	£131,200	£46,600	

3.5 Total Costs

3.5.1 The total cost for the provision of the FM functions is circa £224k. This cost is and spread across a number of differing budgets e.g. the cleaning of the libraries is funded by Culture and Recreation whilst the Premises Officers are funded by Property Services. It is proposed that all budgets are brought together as part of this exercise.

Total Facilities Management Services Budgets and Forecasts	£171,300	£224,500	£53,200	Direct Costs only.
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4 OPTIONS FOR FUTURE DELIVERY

- 4.1 There are a number of options that need to be considered in taking this forward. However if the option involves outsourcing then the assumption is that any contract will be based upon performance. The contract will not specify how many staff RCC need – e.g. in the case of Premises Officers RCC will stipulate when cover is needed rather than the number of staff on site at any one time. Likewise the contract will also include performance indicators for the provision of the cleaning element.
- 4.2 The commercial contract will also enable us to have ‘call-down’ menu of additional services. An example would be the requirement to have additional staff to support Council activities. With suitable notice RCC could request this additional resource to cover periods such as elections on hourly rate. In addition this approach will also make it easier to manage changes in the Portfolio. Addition Premises Staff could be requested to support new Council initiatives such as the King Centre.
- 4.3 **Option 1: Do Nothing**
- 4.3.1 RCC would continue as at present. The delivery of the service would remain fragmented and any staff shortages or pressures would be ours to resolve. In addition the ability to bring in additional resources at short notice would be limited.
- 4.4 **Option 2: Tender as One Package of Work**
- 4.4.1 This would involve inviting tenders for the complete package. The advantage of this approach is that RCC would have one supplier covering all aspects of the service. It will be the responsibility of the supplier to provide the resources to meet the performance specification. Furthermore the larger the contract the more scope there will be for any supplier to drive out economies of scale and thereby provide a more competitive price.
- 4.4.2 The risk with this approach is that to deliver it will be necessary for the supplier to be multi-skilled and the financial benefits of the combined work packages may not be sufficiently lucrative to attract the larger companies. Local suppliers who currently undertake cleaning under contract will not be able to undertake the full scope of works and will not bid for the complete package.
- 4.4.3 However if this is the preferred route then there is no reason why local suppliers cannot submit a joint bid for the services. As a Council we would need there to be a clear management structure that clearly identifies overall responsibility. We would also need to undertake due diligence on such a structure to ensure that it is financially viable and has all of the relevant insurances in place.
- 4.4.3 Given the advantage of this approach this is the recommended Option

4.5 Option 3: Multiple Work Packages

- 4.5.1 This option would involve giving potential suppliers the opportunity of tendering for specific packages of work in addition to the complete package. Whilst they could tender for the whole package it does give smaller local companies the opportunity of bidding for part of the contract.
- 4.5.2 This would also mean that should there be no interest in a single contract or that the single contract is unaffordable RCC have the opportunity of letting smaller contracts without the need to go back to the market.
- 4.5.3 The disadvantage is that RCC will still be left to manage multiple contracts with the corresponding resource implications.

5 PROCUREMENT ROUTES

- 5.1 It is proposed that this contract is initially for 3 years with the potential to extend for up to an additional 2 years. Cabinet will be asked to delegate authority to the Head of Property Services in consultation with the Portfolio Holder for Growth Trading Services and Resources the Head of Legal Services and the Director for Resources approval to extend the contract for up to 2 years.
- 5.2 Given that the value of the contract is anticipated to be circa £800k based on a 5 year contract a full tendering exercise will be required. It is envisaged that this will be a 2 stage process (Restricted Tender Process) with an initial expression of interest followed by a full tender.
- 5.3 An advantage of this approach is that at Stage 1 RCC will have some indication of the interest there is in delivering this service for RCC. Should this not be to the level RCC require then there is the option of changing the procurement route or work packages to ensure that competitive bids are achieved.
- 5.4 Given the nature of this project it is proposed that Cabinet delegate to the Head of Property Services in consultation with the Portfolio Holder for Growth Trading Services and Resources, the Head of Legal Services and the Director for Resources authority to determine the award criteria and if a suitable supplier or suppliers is identified move forward with an appointment.

6 STAFF IMPLICATIONS

- 6.1 7 staff have the potential to be affected by the proposals set out in this report. Assuming that Cabinet agree to the market testing of single or multiple packages of work it will be necessary to enter into formal consultation with the recognised Trade Unions and staff regarding a TUPE transfer. It is considered at this stage that TUPE would apply. Staff have already been informally advised of the proposals.
- 6.2 Formal consultation on the proposal will take place when there is an agreement to proceed from Cabinet. It is intended that this will run in parallel with the tender process.

7 EXISTING FACILITIES CONTRACTS

- 7.1 As outlined earlier in the report there are a number of contracts already in place. It is proposed that cabinet delegate authority to the Head of Property Services in

consultation with the Portfolio Holder for Growth Trading Services and Resources, the Head of Legal Services and the Director for Resources to extend these contracts (where they will exceed £50k) to a suitable point to allow a smooth transition from one supplier to the next.

8 PROCUREMENT PROGRAMME

At outline programme is set out below:

Action	By Who	By When	
Agree procurement approach	All	04/09/17	Underway
Draft Standard Selection Questionnaire (PQQ) inc. criteria and weightings	WProc	01/09/17	Underway
Draft Invitation to Tender documents inc. criteria and weightings	WProc	29/08/17	Underway
Draft OJEU notice	WProc	29/08/17	Underway
Approval for procurement	Cabinet	19/09/17	
Agree all procurement documentation	RCC	25/09/17	
Publish OJEU notice	WProc	26/09/17	
Publish Contracts Finder/ Source Rutland notices	WProc	27/09/17	
Deadline for clarification questions	Bidders	11/10/17	
Deadline for responses to clarification questions	All	16/10/17	
Return date for SSQ submission	Bidders	30/10/17	
SSQ evaluation	All	13/11/17	
Agree shortlist	All	20/11/17	
Issue invitation to submit tender	WProc	23/11/17	
Deadline for clarification questions	Bidders	07/12/17	
Deadline for responses to clarification questions	All	13/12/17	
Return date for tender	Bidders	05/01/18	
Tender evaluations (paper submissions)	All	15/01/18	
Clarification meetings (if required)	All	15/02/18	
Agree preferred bidder	All	22/02/18	
Issue notification of award	WProc	26/02/18	
Standstill starts		27/02/18	Please note that due diligence also happens during this period
Standstill ends		06/03/18	
Award contract	RCC	07/03/18	
Transition period		08/03/18 – 30/04/18	
Contract commencement		01/05/18	

9 CONSULTATION

- 9.1 Consultation has taken place internally with Senior Elected Members, Senior Officers within the Council including Finance and Legal Services. Externally consultation has taken place with Welland Procurement.

10 ALTERNATIVE OPTIONS

10.1 Alternative options are considered in Section 4 of the report.

11 FINANCIAL IMPLICATIONS

11.1 As outlined earlier in the report the cost of the FM Service is circa £224k. Initial indications are that the approach advocated within this report (Option 2) should lead to a reduction of cost of at least 20% (approximately £45k) – however this can only be confirmed after tenders have been received.

11.2 The cost of the delivery of the service is actually greater than the budget provision – exceeding it by £53k. The proposals set out in this report will not reduce the budget provision but will reduce the overall cost of the service. However it anticipate that the reduced use of Interims to support FM often on an ad-hoc basis will generate further savings and will address the gap of £7k.

11.3 The directly employed staff (The Premises Officers and Cleaners) are funded through the Property Services budget. Contract Cleaners are funded from a number of Service Budgets. It is proposed that these budgets are brought together and that the FM function is centrally funded.

12 LEGAL AND GOVERNANCE CONSIDERATIONS

12.1 The service will be procured in accordance with Contract Procedural Rules and will follow the EU Procurement Rules.

12.2 Delegation of Authority to the Head of Property Services in consultation with the Portfolio Holder for Growth, Trading Services and Resources, the Head of Legal Services and the Director for Resources will ensure that the project can move forward without delay.

13 EQUALITY IMPACT ASSESSMENT

13.1 This report seeks approval to seek tenders and award a contract. Whilst not required at this stage an EIA will be completed later in the process when the full scope of the works becomes clear.

14 COMMUNITY SAFETY IMPLICATIONS

14.1 There are no community safety issues.

15 HEALTH AND WELLBEING IMPLICATIONS

15.1 There are no Health and Wellbeing Implications

16 HUMAN RESOURCES IMPLICATIONS

16.1 Pension Matters

16.1.1 Employees are given protection by the 'Transfer of Undertakings (Protection of Employment) Regulations 1981 (TUPE) if the service in which they are employed changes hands. In effect their employment and any associated liabilities, legally moves from the old employer to the new employer.

- 16.1.2 Employees' pension rights are not directly protected by the TUPE Regulations. However, employers that participate in the LGPS should be aware of the legal position regarding staff TUPE transferring from their organisation to an external service provider (i.e. a Contractor) including obligations to ensure 'pension protection' going forward.
- 16.1.3 In cases of delegation to another LGPS Employer, pension protection can be achieved by ensuring that transferring staff have either:
- (a), Continuing access to Membership of the LGPS, or
 - (b) Access to a pension scheme which has been certified by the Government Actuary Department (GAD) as being 'broadly comparable' to the LGPS.
- 16.1.4 Risk relates to liabilities and deficits which have already accrued or can accrue over the course of an agreement, regarding funding the provision of Members' LGPS benefits. RCC, as the Scheme Employer will need to decide whether any pensions deficit which there may already be in respect of the employees to be TUPE transferred will be retained by ourselves (i.e. the transferred service is to be treated as fully-funded); or any pensions deficit is to be transferred to the contractor.
- 16.1.5 It is assumed that the Council will not look to transfer any pension deficit which may exist (at this stage the Council is not aware of any deficit or what the level of it is) but given the number of staff involved this is not considered to be significant. Should the pension deficit remain with the Council this would be funded through ongoing contribution rates. (Once staff have transferred the Fund Actuary may calculate a new Employer Contribution Rate - the charge made to a Scheme Employer of underpinning costs of providing the occupational pension scheme benefits provided by the LGPS not met by Member contributions and returns on Fund investments. Given the likely number of staff transferring, it is unlikely that the Council's contribution rate would change significantly). A lump sum payment to clear any deficit is not required.

16.2 Transfer of Undertakings (TUPE)

- 16.2.1 Seven staff have the potential be directly affected by the proposals set out in this report depending upon the option selected. Assuming that the placement of a contract does proceed it will be necessary to enter into formal consultation with the recognised Trade Unions and staff regarding a TUPE transfer. It is considered at this stage that TUPE would apply. Staff have already been informally advised of the proposals.
- 16.2.2 Formal consultation on the proposal will take place when there is an agreement to proceed. Staff will be kept up to date during the tender process and in particular the development of the tender documentation.

17 ORGANISATIONAL IMPLICATIONS

- 17.1 Dependent upon the route selected there is the potential for up to seven staff to be subject to TUPE. If this is the outcome then any transfer will be conducted in accordance with current policy and legal requirements.

18 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 18.1 The proposals set out in this report will ensure that the Council can move forward with the procurement of a FM contract that will deliver efficiencies for the Council. In particular it will ensure that the service delivered will be effective and provide the necessary level of flexibility over the coming years.
- 18.2 The proposed delegations will ensure that RCC will be able to move forward without delay.

19 BACKGROUND PAPERS

There are no additional background papers

20 APPENDICES

There are no Appendices

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CABINET

19 September 2017

PLANNING SYSTEM PROCUREMENT

Report of the Director for Places (Development & Economy)

Strategic Aim:	Sustainable Growth	
Key Decision: Yes	Forward Plan Reference: FP/030817	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources (except Finance)	
Contact Officer(s):	Dave Brown, Director for Places (Environment, Planning & Transport)	01572 758461 dbrown@rutland.gov.uk
	Gary Pullan, Development Control Manager	01572 720950 gpullan@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approve the provision, support, maintenance and hosting of the planning software system (IDOX) by South Kesteven District Council.
2. Authorises the Director for Places in consultation with Director for Resources and the Portfolio Holder for Growth, Trading Services and Resources (excluding Finance) to agree the details and form of agreement, in accordance with Section 7 subject to confirmation of compliance with the Public Contracts Regulations by South Kesteven District Council.
3. Approve creating a capital budget of £50k to deliver the infrastructure requirements from the project to be funded by Capital Receipts.
4. Note that if it is not possible to agree detailed terms with South Kesteven District Council the system will be procured through Crown Commercial Services framework for Local Authority Software Applications (LASA) in accordance with contract procedure rules.

1 PURPOSE OF THE REPORT

- 1.1 To inform Cabinet of the status of the planning software system (including building control and land charges) and to seek approval to procure the provision, support, maintenance and hosting of a new software system (IDOX) through an agreement with South Kesteven District Council (SKDC).

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council has a planning software system which incorporates building control and land charges. This system is currently provided by Agile Solutions Ltd via a hosted model.
- 2.2 The Agile system currently costs the Council £35k per annum. This includes support, maintenance and hosting. The contract was signed in 2012 for an initial period of 5 years with a one year contract extension put in place until the 30th June 2018. The Council has a further 1 year extension option which it is not intending to take. Accordingly, the options for future provision of suitable software have been reviewed. This has included a soft market analysis, including software demonstrations, site visits and feedback from other authorities.

3 PROPOSAL FROM SOUTH KESTEVEN DISTRICT COUNCIL

- 3.1 RCC and SKDC have been discussing opportunities for joint working since February 2016. To date this has resulted in agreements for the provision of planning policy and conservation advice. SKDC are now offering their resources to support and maintain a planning IT system. Under this model SKDC would host the application within their infrastructure and provide a link to the Council to enable RCC staff to access the system. The high level scope of this service includes:
- Provision of the IDOX planning system;
 - Public facing functionality (e.g. web mapping of planning applications);
 - The hosting of physical servers and IT infrastructure;
 - An IT helpdesk;
 - Back up and disaster recovery capabilities;
 - System updating; and
 - Escalation of issues to IDOX.
- 3.2 SKDC would ensure that updates are carried out and that the correct licences are in place to enable RCC staff full access to the system.
- 3.3 IDOX software currently has approximately 60% of the market share for planning and building control. The majority of neighbouring authorities with the exception of Charnwood Borough Council use the IDOX software. Using IDOX could therefore enhance the resilience of the teams and reduce training times when recruiting new staff. It would also facilitate future joint working with other neighbouring authorities.
- 3.4 There are some strategic advantages to working with SKDC. There are already staff sharing arrangements with SKDC within the service area and there could be longer term shared arrangements in the future. Officers believe that the IDOX software solution that is currently being used by SKDC gives enhanced functions for the public and staff and would produce efficiencies in the back office system.

Once the system has embedded, and with a further progression towards mobile working and a paperless office this could create some additional savings through efficiencies.

- 3.5 SKDC's offer includes officer support during the set up and migration periods of the software implementation to maximize the delivery and operational effectiveness of the software.
- 3.6 SKDC currently has 3 years remaining on their contract with IDOX with the option to extend. Given the initial set up cost and work required for system migration it is proposed to enter into a 5 year contract for the system. If SKDC do not extend their IDOX contract they will continue to host the application for RCC. Alternatively hosting could be transferred directly to IDOX at a cost of £15k.
- 3.7 There are a number of different models that can be adopted for the agreement between RCC and SKDC. These are described in Section 7.
- 3.8 In the event that the project is delayed an additional 1 year extension of the current contract with Agile Solutions would need to be secured to enable continuation of all services. This would mean an additional cost of approximately £35k.

4 CONSULTATION

- 4.1 No consultation has been carried out.

5 ALTERNATIVE OPTIONS

- 5.1 **Option 1** – extend the current contract for a further year at a cost of £35k and remain on the current version or upgrade to a new version of Agile Solutions software.
 - a) This only provides a solution until 30 June 2019. The current contract cannot be extended beyond this point and re-procurement would be required.
 - b) If the Council chooses to upgrade during a contract extension period, this would require the testing of data and training of officers on the new updated version. This would be time consuming and impact on the resources within the department. This would not be a viable option given the timescales of a formal procurement exercise and the resources involved in the process of upgrading.
 - c) If the Council chooses to remain on the old version of the software this may result in an unsupported version during any contract extension period. This may result in a risk of software faults remaining unresolved leading to a potential impact on the day to day running of planning services.
 - d) Given the relatively high annual cost of this option and the performance of the current system this option is not recommended.
- 5.2 **Option 2** - Procure a new software system through a framework. The cost would depend on which provider and hosting method was chosen.

- a) The council could procure through the Crown Commercial Services LASA framework. There are providers on this framework that could also provide hosted solutions.
- b) The framework is an established route and is a straight forward process to demonstrate compliance with contract procedure rules and to test the market.
- c) Should an agreement with SKDC not proceed this option would be used to procure a system in accordance with contract procedure rules.

5.3 Option 3 - Hosting arrangement with a Local Authority partner.

- a) Building on the success of the partnership with Herefordshire Council to provide the Council's Resource Management System (Agresso), officers have considered working with a Local Authority partner to host the system.
- b) Discussions have taken place with SKDC around them providing a managed planning software system for the Council.
- c) This is the recommended option. The solution also fits in with the general hosting/ cloud approach to the delivery of IT solutions (e.g. Hoople/Agresso project).

6 FINANCIAL IMPLICATIONS

- 6.1 The current cost of the Agile Planning Software is £35K per year and is funded from the central IT budget.
- 6.2 SKDC has offered a standard and an enhanced service. The standard service proposal includes a single server solution with an uninterruptable power supply (UPS) and a backup generator. This is considered adequate for business continuity purposes. The annual cost includes 33.3 days of support at an average of £300 per day which is also considered adequate.
- 6.3 The enhanced service proposal includes a 2 server disaster recovery plan and 57.6 days of support at an average cost of £300 per day.

6.4 The proposed costs are set out below:

Item	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22
Hardware costs	£11,500					
Licences	£34,800					
IDOX Implementation charges	£18,000					
SKDC implementation charges	£6,400					
Annual Support (old system)	£35,000	£10,000				
Annual Support (new system)		£25,000	£25,000	£25,000	£25,000	£25,000
IT Budget	(£35,000)	(£35,000)	(£35,000)	(£35,000)	(£35,000)	(£35,000)
Capital Budget (Request for approval within this paper)	(£50,000)					
Pressure/(Saving)	£20,700	£0	(£10,000)	(£10,000)	(£10,000)	(£10,000)

6.5 It is proposed that the £21k pressure in 2017/18 is met from the Development Control cost centre. This function is showing an overspend at present, but this doesn't include an uplift of 20% on fees from the autumn (set nationally). The income from planning fees can be volatile, however it is expected that the contribution required can be met from the increase in fees. The Places Directorate as a whole is forecasting a favourable position and would be able to support the development control pressure if additional fees did not arise.

6.6 Most of the costs of hardware, licences and implementation would be identical if the system was procured directly. The exception would be about £2.5k for network connections to SKDC's servers.

6.7 The total cost of the proposed new system will be £195k over its life. After the initial set up costs this will be £10k less per year than the existing contract. As there would be no set up requirements the cost of current system would be lower over the same period (£175k), however this is not a viable option as the contract cannot be extended beyond 30th June 2019.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 The agreement between SKDC and RCC could take a number of forms as described below.

7.2 Memorandum of Understanding (MoU)

- a) An MoU between the two councils can be used to set out how the service will operate. This document would normally reflect the shared commitment to work together to deliver the outcome required.

- b) In this scenario there would be other documents including a service level agreement and perhaps an overall framework agreement.
- c) Traditionally MoUs were used to set out aspirational agreements which were not enforceable in law. However, where they include payment for specific services they are enforced through the courts as a legally binding contract.

7.3 **Goods and Services**

- a) The Local Authorities (Goods and Services) Act 1970 allows a Local Authority to enter into agreements with other authorities for the provision of administrative, professional or technical services.
- b) This approach would provide a formal contract that would be similar in structure to a contract for services with a private sector provider.

7.4 **Delegated Authority**

- a) The delegation of functions to another local authority is permissible under sections 101 and 102 of the Local Government Act 1972 and sections 19 and 20 of the Local Government Act 2000.
- b) In effect this allows the function of the delivery of the system to be delegated to another authority, in this case SKDC. A formal, legally binding delegation agreement would be developed between RCC and SKDC. The quality and detail of the delegated agreement is critical.

7.5 SKDC's offer is in the form of an MoU. Officers consider this to be an appropriate method of agreement between the two parties.

7.6 The MoU will reflect the shared commitment to work together to deliver the outcome required. It will have legally binding conditions to enable it to be enforceable through the courts. With the MoU option there would be supplementary documents including a service level agreement, quality plan and an overall framework agreement.

7.7 It is proposed to authorise the Director for Places in consultation with Director for Resources and the Portfolio Holder for Growth, Trading Services and Resources (excluding Finance) to agree the details of the MoU, subject to advice from the Council's solicitor.

8 EQUALITY IMPACT ASSESSMENT

8.1 EIA screening has been carried out and no issues have been identified. A full EIA is not required.

9 COMMUNITY SAFETY IMPLICATIONS

9.1 There are no community safety implications.

10 HEALTH AND WELLBEING IMPLICATIONS

10.1 There are no health and wellbeing implications.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The Council is required to review the current contract with Agile Solutions.
- 11.2 Officers have considered the alternative options and recommend working with another local authority for the provision of new software. This will build on current collaborative working arrangements with SKDC, offer increased resilience and open up opportunities for future efficiencies through joint working.
- 11.3 Cabinet is being asked to authorise the Director for Places in consultation with the Director for Resources and the Portfolio Holder for Growth, Trading Services and Resources (excluding Finance) to negotiate and procure the provision, support, maintenance and hosting of the planning system (IDOX) to South Kesteven District Council (SKDC) under a Memorandum of Understanding (MoU).

12 BACKGROUND PAPERS

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

13 APPENDICES

- 13.1 There are no additional appendices to this report.

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CABINET

19th September 2017

MAINTENANCE CONTRACT FOR THE REVENUES AND BENEFITS SYSTEM

Report of the Director for Resources

Strategic Aim:	Sound financial planning and workforce planning	
Key Decision: Yes	Forward Plan Reference: FP/140717/09	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Oliver Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources (Except Finance)	
Contact Officer(s):	Saverio Della Rocca, Assistant Director - Finance	01572 758159 sdellarocca@rutland.gov.uk
	Andy Nix, Head of IT and Customer Services	01572 758360 anix@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the renewal of the Civica Maintenance contract at a cost of £45,000 from 01/10/2017 to 30/09/2022 in accordance with Regulation 32 of the Public Sector Contract Regulations 2015.
2. Approves the renewal of the Civica Remote Database Administration contract on an annual basis at a cost of £15,000 from 01/04/2018 to 30/09/2022 in accordance with Regulation 32 of the Public Sector Contract Regulations 2015.

1 PURPOSE OF THE REPORT

- 1.1 To seek approval to renew the maintenance and remote database administration contacts with Civica UK Limited (Civica) to ensure the optimum running and support of the system until 30th September 2022.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Civica system is the main software system for the administration of the revenues and benefits service. The system is fit for purpose and the Council has no plans to change it. The current contract is due to expire in December 2018. The annual ongoing maintenance and remote support costs are £62.7k and £15.5k respectively.
- 2.2 The system requires ongoing maintenance and remote support to ensure that it continues to function correctly and to provide updates to comply with changes to legislation.
- 2.3 There are no other providers with the familiarity and expertise required to maintain and support the Civica system. The proposal therefore is to renew the current contracts.

3 CONSULTATION

- 3.1 The Council is not required to consult on this matter.

4 ALTERNATIVE OPTIONS

- 4.1 The Council could choose not to renew the contracts and undertake a full procurement exercise for a replacement revenues and benefits system. This option has not been recommended for the following reasons:
- The current system works well and is fit for purpose.
 - A system change is likely to increase cost - there are currently only three significant providers in the market place for a revenues and benefits systems: Capita (Academy), Northgate and Civica. The estimated cost of converting to an alternative system is approximately £280k which exceeds the five year continued maintenance cost and would be a significant and highly complex programme of work. There would be additional costs incurred to backfill key staff resources allocated to work on the project. The conversion would be complex and require a significant amount of time and internal resources to complete and performance and collection rates would be impacted during this time.
 - Extending the existing contracts will deliver savings as highlighted in Section 5.

All of these reasons and a lack of cashable benefit leads to the recommendations in this report.

5 FINANCIAL IMPLICATIONS

- 5.1 The current contract costs are £62.7k per annum for ongoing maintenance and

£15.5k per annum for remote database administration.

- 5.2 Officers have negotiated revised contract costs of £45k and £15k (subject to annual inflation). This will give a saving of £18.2k per annum which is a total of £91k over the life of the contract.
- 5.3 There will be a small in year saving of £8.8k as officers have been able to secure an early termination of the current contract to allow savings to be made as early as possible.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 The Council has duties under various pieces of legislation relating to the payment of benefits and it also has powers to raise revenues. The Civica system is able to carry out these functions.
- 6.2 The Council procured the Civica system in 2005 and after this date has also purchased a remote database administration support package which is specific to the Civica system.
- 6.3 The recommendation in this report supports the continuation of the ongoing maintenance and remote database administration support package for the Civica system from 1/10/2017 to 30/09/2022. The lifetime value of the contract is £300k and therefore requires to be let in accordance with the Public Contract Regulations 2015 (this includes OJEU requirements). However, the reality is that the support and maintenance of the Civica system can only be provided by the provider of the system. However, as the contract is over the OJEU limit of £167k, no exemptions can be approved by Officers under Contract Procedure Rules hence Cabinet is being asked to exercise the flexibility given in Regulation 32 of the Public Contract Regulations.
- 6.4 Regulation 32 of the Public Contract Regulations 2015 allows contracting authorities in specific cases and circumstances to award public contracts by negotiated procedure without advertising the opportunity.
- 6.5 Regulation 32(2)(b)(ii) provides that the negotiated procedure without prior publication can be used where the service required can only be supplied by a particular economic operator and competition is absent for technical reasons.
- 6.6 On the basis that the Civica system requires specific technical support, the only supplier that can provide that support and maintenance is the supplier of the Civica system itself.
- 6.7 In compliance with Regulation 32 PCR 2015 and Article 32 EU Directive 2014/24/EU, exclusivity due to technical reasons is justified in this case due to the necessity to use the means which only one economic operator has at its disposal. Technical reasons also derive from specific interoperability requirements which must be fulfilled in order to ensure the functioning of the services procured.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 An Equality Impact Assessment has not been completed because there are no service, policy or organisational changes being proposed.

8 COMMUNITY SAFETY IMPLICATIONS

8.1 There are no community safety implications arising from this report.

9 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications arising from this report.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

10.1 The Civica system is the main system for the administration of the Revenues and Benefits service area. The Council has no plans to change the system. The system requires ongoing support and maintenance to optimise performance and ensure compliance with legislation changes. It is therefore recommended that the contract with Civica is renewed as they are the only supplier that can support the system.

11 BACKGROUND PAPERS

11.1 There are no additional background papers.

12 APPENDICES

12.1 There are no appendices.

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