

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

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Members of Rutland County Council District Council are hereby summoned to attend the **TWO HUNDRED AND THIRTY THIRD MEETING OF THE COUNCIL** to be held in the Rutland County Museum, Catmos Street, Oakham on **11 October 2021 commencing at 7.00 pm**. The business to be transacted at the meeting is specified in the Agenda set out below.

Prior to the commencement of the meeting, the Chairman will offer the opportunity for those present to join him in prayers.

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

Although social distancing requirements have been lifted there is still limited available seating for members of the public. If you would like to reserve a seat please contact the Governance Team at governance@rutland.gov.uk. The meeting will also be available for listening live on Zoom using the following link: <https://us06web.zoom.us/j/93286110615>

Mark Andrews
Chief Executive

A G E N D A

- 1) **APOLOGIES**
- 2) **CHAIRMAN'S ANNOUNCEMENTS**
- 3) **ANNOUNCEMENTS FROM THE LEADER, MEMBERS OF THE CABINET OR THE HEAD OF PAID SERVICE**
- 4) **DECLARATIONS OF INTEREST**

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct 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.

5) MINUTES OF PREVIOUS MEETINGS (Pages 5 - 18)

To confirm the Minutes of the 231st and 232nd meetings of the Rutland County Council District Council held on 1 September and 13 September 2021.

6) PETITIONS, DEPUTATIONS AND QUESTIONS FROM MEMBERS OF THE PUBLIC

To receive any petitions, deputations or questions received from members of the public in accordance with the provisions of Procedure Rule 28. The total time allowed for this is 30 minutes. Petitions, deputations and questions will be dealt with in the order in which they are received and any which are not considered within the time limit shall receive a written response after the meeting.

7) QUESTIONS FROM MEMBERS OF THE COUNCIL

To receive any questions submitted from Members of the Council in accordance with the provisions of Procedure Rules 30 and 30A.

8) REFERRAL OF COMMITTEE DECISIONS TO THE COUNCIL

To determine matters where a decision taken by a Committee has been referred to the Council in accordance with the provisions of Procedure Rule 110.

9) CALL-IN OF DECISIONS FROM CABINET MEETINGS DURING THE PERIOD FROM 13 SEPTEMBER 2021 to 11 OCTOBER 2021 (INCLUSIVE)

To determine matters where a decision taken by the Cabinet has been referred to Council by the call-in procedure of Scrutiny Panels, as a result of the decision being deemed to be outside the Council's policy framework by the Monitoring Officer or not wholly in accordance with the budget by the Section 151 Officer, in accordance with the provisions of Procedure Rules 206 and 207.

10) REPORT FROM THE CABINET (Pages 19 - 24)

To receive Report No. 114/2021 from the Cabinet and consider the recommendation referred to the Council for determination.

11) REPORTS FROM COMMITTEES OF THE COUNCIL

- a. To receive reports from Committees on matters which require Council approval because the Committee does not have the delegated authority to act on the Council's behalf.
- b. To receive reports from Council Committees on any other matters and to receive questions and answers on any of those reports.

12) REPORTS FROM SCRUTINY COMMISSION / SCRUTINY COMMITTEES

To receive the reports from the Scrutiny Commission / Scrutiny Committees on any matters and to receive questions and answers on any of those reports.

13) JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

To receive reports about and receive questions and answers on the business of any joint arrangements or external organisations.

14) NOTICES OF MOTION (Pages 25 - 32)

To consider the Notice of Motion submitted by Councillor P Ainsley and seconded by Councillor S Harvey in accordance with Procedure Rule 34.

“That Council:

1) Agrees to the formation of a time limited, cross-party Task and Finish group to review Primary Care in Rutland.

2) Approves the Terms of Reference as attached at appendix A”

Councillors Harvey and Ainsley have submitted Report No. 137/2021 and an Appendix as supporting documents to the motion.

15) APPOINTMENT OF MONITORING OFFICER (Pages 33 - 36)

To receive Report No. 134/2021 from the Chief Executive.

16) RUTLAND LOCAL PLAN (Pages 37 - 64)

To receive Report No. 135/2021 from the Strategic Director of Places.

17) ANNUAL HEALTH AND SAFETY REPORT (Pages 65 - 80)

To receive Report No. 136/2021 from the Strategic Director of Places.

18) ANY URGENT BUSINESS

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

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TO: MEMBERS OF THE COUNCIL

Councillor J Dale – Chairman of the Council

Councillor N Begy – Vice-Chairman of the Council

Councillor P Ainsley
Councillor D Blanksby
Councillor A Brown
Councillor P Browne
Councillor R Coleman
Councillor O Hemsley
Councillor A Walters
Councillor J Fox
Councillor M Jones
Councillor M Oxley
Councillor R Powell
Councillor G Waller

Councillor E Baines
Councillor K Bool
Councillor G Brown
Councillor J Burrows
Councillor W Cross
Councillor L Stephenson
Councillor D Wilby
Councillor S Harvey
Councillor A MacCartney
Councillor K Payne
Councillor I Razzell
Councillor S Webb

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THE COUNCIL'S STRATEGIC AIMS

- Delivering sustainable development
- Vibrant Communities
- Protecting the vulnerable
- Customer-focussed services



Rutland County Council

Catmose Oakham Rutland LE15 6HP.

Telephone 01572 722577 Email governance@rutland.gov.uk

Minutes of the **TWO HUNDRED AND THIRTY SECOND (SPECIAL) MEETING of the COUNCIL** held at the Rutland Showground, Showground Way, Oakham, on Wednesday, 1st September, 2021 at 7.00 pm

PRESENT:	Councillor J Dale (Chairman)	Councillor N Begy (Vice-Chairman)
	Councillor P Ainsley	Councillor E Baines
	Councillor D Blanksby	Councillor K Bool
	Councillor A Brown	Councillor G Brown
	Councillor J Burrows	Councillor R Coleman
	Councillor W Cross	Councillor O Hemsley
	Councillor L Stephenson	Councillor A Walters
	Councillor D Wilby	Councillor J Fox
	Councillor S Harvey	Councillor M Jones
	Councillor A Lowe	Councillor A MacCartney
	Councillor M Oxley	Councillor K Payne
	Councillor R Powell	Councillor I Razzell
	Councillor G Waller	Councillor S Webb
	Councillor P Browne	

OFFICERS PRESENT:	Mark Andrews	Chief Executive
	Saverio Della Rocca	Strategic Director for Resources
	Phillip Horsfield	Monitoring Officer
	Penny Sharp	Strategic Director for Places
	Roger Ranson	Planning Policy Manager
	Sarah Khawaja	Principal Solicitor
	Sue Bingham	Interim Corporate Governance Manager
	Tom Delaney	Governance Officer

1 APOLOGIES

No apologies for absence were received.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed Councillor P Browne to Rutland County Council following the recent Oakham South by-election and referred Members to his previously circulated announcements.

3 ANNOUNCEMENTS FROM THE LEADER, MEMBERS OF THE CABINET OR THE HEAD OF PAID SERVICE

There were no announcements from the Leader, Members of the Cabinet or the Head of Paid Service.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 PETITIONS, DEPUTATIONS AND QUESTIONS FROM MEMBERS OF THE PUBLIC

Eight deputations and two questions had been received for the meeting, the details of which had been circulated to Councillors and published alongside the agenda and minutes on the Council's website.

The Chairman invited Members to consider whether Procedure Rule 29 should be suspended, this was in order to allow all members of the public to be heard by removing the 30-minute limit on time allowed for the presentation of petitions, deputations and questions. This was moved by Councillor Waller and seconded.

Council voted unanimously to suspend Procedure Rule 29.

The first deputation was delivered by Sinclair Rogers, Chairman of Ketton Parish Council. Members did not ask any further questions of Councillor Rogers.

The first question was delivered by David Vickery, who explained that his question was intended to encourage the Council to think about possible ways to alleviate or combat a situation where it may not have a 5-year housing land supply.

Councillor I Razzell, Portfolio Holder for Planning, responded to the question by stating that the Council was aware of the stated Court of Appeal judgement and that this would be relevant in future decision-making irrespective of other actions available to the Council. However, it was explained that the weight given to policies in the existing adopted Local Plan would be a matter for the decision-maker for any proposal and the tilted balance in favour of development under paragraph 11 (d)(ii) of the National Planning Policy Framework would still need to be applied.

It was further explained that Mr Vickery's suggested document listing in-date policies in the existing adopted Local Plan would be helpful for public awareness but would have little or no weight in planning decision making and would require time and staff resource that would need to be balanced against the need to focus on the preparation of a new Local Plan as soon as possible. Reference was made to Report 105/2021 which set out how the recommendation to begin preparation of a new local plan was considered to be the most effective way for the Council to achieve a 5 year housing supply in a planned way.

It was explained the options presented by Mr Vickery of preparing several Supplementary Planning Documents would also take time and staff resources which would need to be balanced against the need to prepare a new Local Plan, which itself could address some of the policy considerations raised by Mr Vickery. It was also highlighted that there was a risk of new policies introduced through an SPD that could be subject to legal challenge based on examples of other Councils.

Councillor Razzell recognised the benefit of updating Conservation Area appraisals, it was confirmed that the proposed funding for operating without a Local Plan included

the recruitment of a full-time Conservation Officer who would work in part to support a review of Conservation Areas, it was cautioned that the extent of Conservation Areas requiring re-appraisals would make this a long-term task for the Council.

There was no supplementary from Mr Vickery except to wish the Council well in coming to a decision.

The second deputation was delivered by David Hodson. Members did not ask any further questions of Mr Hodson.

The third deputation was delivered by Ron Simpson, Chair of Rutland CPRE. Members did not ask any further questions of Mr Simpson.

The fourth deputation was delivered by Andrew Johnson, Chairman of Morcott Parish Council. Members did not ask any further questions of Councillor Johnson.

The fifth deputation was delivered by Pat Ovington of Langham Parish Council. Members did not ask further questions of Councillor Ovington.

The sixth deputation was delivered by Tim Smith, Chairman of North Luffenham Parish Council. Members did not ask any further questions of Councillor Smith.

The second question was delivered by Jeremy Orme.

The Chairman responded to the question by confirming that a delay to a decision by three weeks was an option for Council to consider and Council could re-consider the Housing Infrastructure Funding at a later meeting if it resolved to do so.

Mr Orme was offered the opportunity to ask a supplementary question and requested explicit confirmation that a delay to a decision for three weeks was a possible option for the Council. In response Phillip Horsfield, Monitoring Officer, confirmed that this could be an option if proposed, seconded and voted on by Council.

The seventh deputation was delivered by Richard Hurwood. Members did not ask any further questions of Mr Hurwood.

The eighth deputation was delivered by Richard Camp, Vice-Chairman on Manton Parish Council. Members did not ask any further questions of Councillor Camp.

6 QUESTIONS FROM MEMBERS OF THE COUNCIL

There were no questions from Members of the Council.

7 RUTLAND LOCAL PLAN

Report No 105/2021 was received from the Strategic Director of Places.

At this point Councillor A Walters proposed a brief adjournment to allow Members a comfort break, this was seconded.

With 12 votes in favour, 12 against and 3 abstentions, the vote was tied and the Chairman used his casting vote to defeat the motion, stating he wished the meeting to continue longer before proceeding to an adjournment.

Councillor I Razzell, Portfolio Holder for Planning, introduced the report and the recommendation from officers to withdraw the submitted Local Plan, but highlighted that officer's role was to make recommendations and the decision lay with Council. Councillor Razzell also drew Members attention to the alternative options set out in Report 105/2021, which included an option for Council to revisit the decision to decline the Housing Infrastructure Grant funding after 22 September 2021 in order to continue with the submitted Local Plan.

Councillor Razzell proposed that Council delay a decision to withdraw the Local Plan in order to revisit the decision to decline the HIF grant after 22 September 2021. this was seconded and copies of an extract from Report 105/2021 setting out the option to revisit HIF were also produced for Members.

In response to a question from Councillor G Waller, Phillip Horsfield, Monitoring Officer explained that an amendment to instead consider the original recommendations set out in Report 105/2021 would have the effect of negating Councillor Razzell's motion before Council and thus could not be considered. Therefore, a motion on the recommendations of Report 105/2021 could only be moved and considered should the motion from Councillor Razzell fall.

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The Chairman adjourned the meeting for 10 minutes to allow Members a comfort break and the extracts of Report 105/2021 to be distributed and read.

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A number of Members spoke in support of the option to re-consider the HIF after 22 September. It was highlighted that withdrawing the submitted Local Plan and starting the process afresh could leave the Council without an agreed Local Plan for some years which Report 105/2021 suggested could leave the Council vulnerable to intervention from central Government.

It was also highlighted the withdrawal of the Local Plan would result in the Council being unable to demonstrate a 5-year housing supply, which would leave areas across the county vulnerable to uncontrolled development not restrained by the various planning and environmental policies within a Local Plan. It was also put forward that allowing the submitted Local Plan to proceed would set a clear direction for Members and officers of the Council but also the County as a whole.

Members supporting the motion also gave the view that St George's Barracks was a brownfield site and any future Local Plan would include development at the site, and re-visiting the HIF grant would allow the Council to ensure a sustainable and self-contained development and that the necessary infrastructure was delivered.

Other Members spoke against the motion and in support of the officer's recommendation to withdraw the submitted Local Plan and start afresh.

It was suggested that all options before Council would involve the risk of the Council failing to demonstrate a 5-year housing supply. It was suggested that a large source of such risk was the reliance of development at St George's Barracks in order for the submitted Local Plan to demonstrate a supply. It was also put forward by some Members that beginning a new Local Plan could be beneficial by building on the outcomes of the recent Future Rutland Conversation.

Concerns were also raised by several Members opposed to the motion regarding the viability of the proposed development at St George's Barracks even if Council revisited the HIF grant decision, and some Members considered that little had changed that would affect their vote should HIF be re-considered at a later meeting. It was also suggested that inflationary pressures on building costs had made the HIF grant worth substantially less since Council's decision on the matter in March 2021. Several Members also suggested that development at St George's Barracks should take into account the need to provide jobs for local peoples as well as additional housing.

Members opposed to the motion also expressed concerns over the financial risks for the Council in accepting liability for the delivery of the required works even within the potential new spend deadline of March 2025. When speaking in support of the motion, other Members put forward that the Council would only be responsible for delivery of works such as highways and, with other work undertaken by Homes England and other bodies.

It was also suggested by some Members that the creation of a new Local Plan would allow reconsideration of the decision to gift 650 homes to South Kesteven District Council as part of the proposed Stamford North development. When Councillor Hemsley exercised his right to speak as seconder of the motion, he highlighted that the Council had a Duty to Co-operate with other local planning authorities in the plan-making process when it came to considering such issues.

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As the meeting was approaching 9.30, it was proposed by Councillor M Oxley and seconded that the meeting be extended for 30 minutes, this was put to the vote and unanimously agreed.

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In closing the debate, Councillor Razzell highlighted the various topics raised by Members and refuted some of the suggestions regarding the costs of delivering the required infrastructure at St George's Barracks and noted that the elected Members of the Council were only the temporary custodians of Rutland before passing it's care onto younger generations, and regardless of the decision made he hoped all Members would come together as one to enact it.

A recorded vote was requested, and voting was as follows.

There voted in favour:

Councillors Ainsley, Begy, G Brown, Coleman, Fox, Harvey, Hemsley, Lowe, Payne, Razzell, Stephenson, Walters and Wilby.

There voted against:

Councillors Baines, Blanksby, Bool, A Brown, Browne, Burrows, Cross, Dale, Jones, MacCartney, Oxley, Powell, Waller and Webb.

With 13 votes in favour and 14 against, the motion was defeated.

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The Chairman adjourned the meeting for 10 minutes to allow Members a comfort break.

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Upon the meeting being reconvened, Councillor Bool proposed that Procedure Rule 58 be suspended in order for Council to sit beyond 10pm if required for a decision to be made, this was seconded. Upon being put to the vote the motion was carried.

Councillor Waller proposed the recommendations set out in Report 105/2021 be agreed, this was seconded.

Councillor Cross proposed that the recommendations be immediately put to the vote without further debate, this was seconded. Upon being put to the vote with 14 votes in favour, 11 against and 2 abstentions, the motion to move straight to the vote was carried.

A recorded vote was requested, and the voting was as follows.

There voted in favour:

Councillors Baines, Blanksby, Bool, A Brown, Browne, Burrows, Cross, Dale, Jones, MacCartney, Oxley, Powell, Waller and Webb.

There voted against:

Councillors Ainsley, G Brown, Coleman, Fox, Harvey, Hemsley, Payne, Razzell, Walters and Wilby

Abstentions:

Councillors Begy, Lowe and Stephenson

There being, 14 in favour, 10 against and 3 abstentions, the motion was carried.

RESOLVED

That Council:

- 1) **WITHDRAW** the submitted Local Plan (submitted to Government in February 2021) under Regulation 22 of the Local Plans Regulations from the process of Examination in Public following the decision made by Council on 22nd March 2021 not to accept the offer of £29.4m Housing Investment Fund (HIF) grant funding which has impacted the viability and deliverability of the proposed St. George's Garden Village scheme and, therefore, the wider development strategy affecting the soundness of the Local Plan.
- 2) **APPROVES** the creation of an earmarked reserve of £1,395,000 to resource the making of a new Local Plan for the County and operating without a plan (as detailed in Section 5) and that authority be delegated to the Strategic Director of Places and the Section 151 Officer in consultation with the Portfolio Holder for Planning and the Portfolio Holder for Finance, Governance and Performance, Change and Transformation to release funds from the earmarked reserve as required.

- 3) **APPROVES** that Council receives a quarterly statement of the Budget position in light of the cost uncertainty so that it can track whether the earmarked reserve is sufficient or can be released accordingly.
- 4) **APPROVES** the need to positively prepare and submit a new Local Plan informed by an updated evidence base for the benefit of the County of Rutland, its residents and businesses that will:
- i. Deliver the corporate plan vision and themes for the County;
 - ii. Provide for sustainable growth to meet its objectively assessed housing and employment needs, utilising and promoting sustainable transport wherever possible, which will combine to contribute towards achieving the Government's net zero carbon emissions 2050 target;
 - iii. Protect and enhance the County's heritage, character and natural capital (including air quality, water resource management and biodiversity); and
 - iv. Ensure the timely delivery of all necessary infrastructure.
- 5) **APPROVES** the development of robust and effective strategic partnerships to support plan-making through the duty to cooperate and required for a viable, deliverable and sound plan.
- 6) **APPROVES** the establishment of a cross-party group to provide oversight of the process of making a new Local Plan and delegates authority to the Strategic Director of Places in consultation with the Portfolio Holder for Planning to establish a governance structure in line with the Corporate Project Management governance framework.

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The Chairman declared the meeting closed at 9.58 pm.

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Minutes of the **TWO HUNDRED AND THIRTY SECOND MEETING of the COUNCIL** held in the Rutland County Museum, Catmos Street, Oakham on Monday, 13th September, 2021 at 7.00 pm

PRESENT:

Councillor J Dale	Councillor N Begy
Councillor P Ainsley	Councillor E Baines
Councillor K Bool	Councillor A Brown
Councillor G Brown	Councillor P Browne
Councillor W Cross	Councillor O Hemsley
Councillor L Stephenson	Councillor D Wilby
Councillor J Fox	Councillor M Jones
Councillor A MacCartney	Councillor M Oxley
Councillor K Payne	Councillor G Waller

**OFFICERS
PRESENT:**

Mark Andrews	Chief Executive
Phillip Horsfield	Monitoring Officer
Sue Bingham	Interim Corporate Governance Manager
Stacey Potter	Assistant Business Support Manager

ABSENT: Councillor R Coleman

1 APOLOGIES

Apologies for absence were received from Councillors D Blanksby, J Burrows, S Harvey, R Powell, I Razzell, A Walters and S Webb.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman referred Members to his previously circulated announcements.

Thanks were also expressed to Phillip Horsfield for all his hard work over the past three and a half years as the Council's Monitoring Officer as he was due to leave Rutland County Council over the autumn. This was echoed by all Members.

The Chairman also thanked former Councillor A Lowe for all his work over the past few years following his resignation as an elected Member of Rutland County Council the previous week.

3 ANNOUNCEMENTS FROM THE LEADER, MEMBERS OF THE CABINET OR THE HEAD OF PAID SERVICE

There were no announcements from the Leader, Members of the Cabinet or the Head of Paid Service.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the 230 meeting of the Rutland County Council District Council held on the 5 July 2021.

RESOLVED

That the minutes of the 230 meeting of the Rutland County Council District Council held on 5 July 2021 be **APPROVED**.

6 PETITIONS, DEPUTATIONS AND QUESTIONS FROM MEMBERS OF THE PUBLIC

There were no petitions, deputations or questions from members of the public.

7 QUESTIONS FROM MEMBERS OF THE COUNCIL

There were no questions from Members of the Council.

8 REFERRAL OF COMMITTEE DECISIONS TO THE COUNCIL

There were no referrals of Committee decisions to the Council.

9 CALL-IN OF DECISIONS FROM CABINET MEETINGS DURING THE PERIOD FROM 5 JULY TO 13 SEPTEMBER 2021

No call-ins of decisions from Cabinet meetings had been received during the period from 5 July to 13 September 2021.

10 REPORT FROM THE CABINET

There were no reports from the Cabinet to consider.

11 REPORTS FROM COMMITTEES OF THE COUNCIL

Report No 69/2021 was received from Councillor G Brown as Chair of the Employment and Appeals Committee.

The purpose of the report was to set out the work of the Committee for the periods 2019-20 and 2020-21 in an annual report in line with best practice. An annual report was not submitted to Committee in 2020 as meetings were reduced/cancelled due to Covid. Councillor G Brown explained to Council that it would be useful for Members to see the annual report and to understand the terms of reference.

RESOLVED

That Council **NOTE** the Annual Report of the Employment and Appeals Committee.

12 REPORTS FROM SCRUTINY COMMISSION / SCRUTINY COMMITTEES

There were no reports from Scrutiny Commission or Scrutiny Committees to consider.

13 JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

- 1) Councillor G Waller attended the East Midlands Councils Employers Board and had circulated highlights of the meeting to Members. Councillor G Waller highlighted two items that could cause some concern, these included work placements for university level planning courses and the decisions recently taken by Government around National Insurance both as an impact on the Council as an employer and what the Unions reaction could be.

Councillor G Waller reminded Members of the up-and-coming East Midlands Scrutiny Network meeting and would circulate the date to all in due course.

- 2) Councillor J Fox attended the 4Oakham Arts and Crafts Market held in Gaol Street on 4 September 2021 which was a great success.

4Oakham was currently working with RCC Highways team, Mill Street traders and Oakham Town Council on a proposal around additional lighting on Mill Street, Oakham.

- 3) Councillor K Payne - A report on the meeting of Hanson Cement Liaison Group which took place on 28 July 2021 was presented by Councillor Payne. In attendance were Councillors K Payne and G Brown.

A very useful meeting where in addition to updates on the site performance, restoration, and emissions. Ketton was 1 of 11 cement plants in the UK and is the third largest. 60% of Ketton cement goes to London mostly by rail. 250 staff and 100 contractors involved and pay £1.3m in business rates.

Information was provided on the restoration works which were being carried out this year and next to the north-east part of the quarry some 70m acres and later in the southwest of the site which would include a permissive footpath. This was being restored in line with the Council's approved plans for agricultural land, grassland, and woodland.

Work had commenced in preparing the land to the west of the old Empingham Road for the extraction of limestone and clay with the removal of the old road. Additional woodland was being provided as a buffer between the cottages on Empingham Road and the new quarry workings.

Cement manufacturing generates high levels of CO₂ emissions due to the chemistry involved. They generate 80% of Rutland's total emissions. Hanson are working to reduce this with a number of initiatives on the site which include:

- Using hydrogen as a fuel enhancer to improve fuel burn efficiency. A pilot plant on site will generate hydrogen and oxygen from water.
- An application had been made to amend the Environment Agency to use a range of alternative raw materials in the production process to improve cement production with lower emissions. These additional materials will include naturally occurring, manufactured and waste-based products
- A new formulation for 52N cement with more limestone which reduce the heat required during the calcining process.

Following the installation of new bag filters two years ago, particulate emissions have been reduced to almost zero and in fact the existing monitoring equipment was struggling to measure them.

4) Councillor E Baines attended the Welland Valley Partnership meeting in Loddington on 8 September 2021 and wanted to highlight to Members the below points:

- Natural Capital
- An Environmental Bill would be taken to Parliament in March 2022 and would require the need to show a biodiversity net gain which could have implications on the new draft Local Plan.
- A Leicester PhD student was looking at net carbon retention and emissions and whether this was altered by a change of use. If the student's modelling was accepted this could add a financial value.

14 NOTICES OF MOTION

Council considered a Notice of Motion submitted by Councillor G Brown and seconded by Councillor W Cross in accordance with Procedure Rule 34. Councillor G Brown introduced the motion regarding the Government's proposals in the forthcoming changes to the planning system:

"Members will recall that the Government published a White Paper "Planning for the Future" just over a year ago in August 2020, which laid out plans to radically overhaul the planning system relating to Local Plans Development Management, Neighbourhood Plans, Design Codes and enforcement.

I'm sure that many of us will agree the current Local Plan process is a cumbersome bureaucratic and legalistic process that results in a long slow gestation period. Therefore, it is a good idea to try to shorten the Plan making process.

The White Paper proposes early enhanced engagement with neighbourhoods and communities at the Local Plan stage. There is no detail on this engagement process, nor does it recognise the importance of community engagement with developers before developing their application. What is more, the current three stages of Local Plan consultation will be reduced to 2, an initial engagement and then a Regulation 19 consultation at the same time that the Plan is being delivered to the Inspector for examination

Far fewer individual applications will go through planning committees, and Councillors will not be able to represent their communities where there are local concerns about individual applications. The council and councillors' role in areas where communities need support, such as enforcement, is not detailed.

The White Paper does not explain how the new process will help improve better engagement or reach a wider local audience at the Plan making stage; this is particularly problematic when the early part of the Local Plan process may be a community's only opportunity to comment and will involve a wide range of potential sites.

Chris Pincher, the Minister for Housing at MHCLG, confirmed this position in a written statement in Parliament on 19 July this year.

I believe these proposals remove two vital elements of the democratic process, namely the opportunity for first of all, residents and secondly for members to have input and influence on individual development sites.

I, therefore, ask for your support in this motion and, if successful, ask the Leader of the Council to write to the Minister asking him to ensure the right of residents to present their views to the Council is retained on all planning applications as we have today.

I, therefore, propose that

Rutland County Council believes planning works best when developers and the local community work together to shape local areas and deliver necessary new homes; and therefore, calls on the Government to protect the right of communities to support or object to individual planning applications”.

RESOLVED

- 1) Council **APPROVED** the motion.

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Councillor Bool entered the meeting at 19:20pm.

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15 POLITICAL BALANCE AND ALLOCATION OF SEATS TO POLITICAL GROUPS

Report No 106/2021 was received from the Monitoring Officer. The Monitoring Officer introduced the report and referenced an error within the table on page 27 and that an updated appendix had been published.

The purpose of the report was to request that Council noted the changes to the composition of the political grouping of the Council and allocated seats on relevant committees appointed by Council to political groups.

Councillor O Hemsley moved the recommendations contained within the report. Councillor G Waller seconded the recommendations.

RESOLVED

That Council:

- 1) **NOTED** the changes to the make-up of the political groupings of the Council.
- 2) **APPROVES** the allocated seats on relevant committees appointed by Council to political groups.

16 PROGRAMME OF MEETINGS

Report No 107/2021 was received from the Monitoring Officer. Councillor O Hemsley introduced the report.

The purpose of the report was that Council, at its Annual Council Meeting agreed the date and time of ordinary meetings of Council (and its committees) for the coming Municipal Year. This was done at the meeting in May. However, there was uncertainty at the time about meetings owing to changes in regulations and the pandemic situation and therefore it was decided that an updating report would be brought to Council to ensure that a full programme was available.

Councillor G Waller requested that religious festivals be recognised within the programme of meetings going forward. The Monitoring Officer noted this and would inform Governance of the change.

Councillor M Oxley enquired as to why the meetings of Cabinet would continue to operate virtually as by law any Body of the Council making decisions should meet in public. The

Monitoring Officer explained that the Executive was a separate authority, and the Leader was able to set a scheme of delegation in relation to that which could include individual delegation to Members of the Cabinet. During Covid-19 this had been undertaken but would be reviewed going forward as Officers moved back in to the Catmose offices.

Councillor M Oxley asked if recommendations from Cabinet referred through to Council for acceptance could be seen as decisions. The Monitoring Officer stated that Cabinet would pass referrals through to Council where the elements were either part of the budget policy framework or were a material alteration to the Council's budget. These were decisions of Cabinet and could be made through the schemes of delegation made by the Leader.

Councillor G Waller stated that if the Leader had delegated decisions to be made to a Portfolio Holder that this be reflected within the Cabinet reports. The Monitoring Officer explained that the decision notices reflected this.

Councillor W Cross stated that Cabinet meetings should be undertaken in person and not virtually. The Monitoring Officer explained that Members would be reviewing the way in which Cabinet meetings took place very shortly.

Councillor A MacCartney asked if debates were taking place within the Cabinet meetings prior to a decision being made. Councillor Hemsley stated that robust debates were still being undertaken during Cabinet meetings and these could be listened to online.

Councillor M Oxley asked which committees of the Council were decision making bodies. The Monitoring Officer stated that all committees were capable of decisions. The Executive was not a committee of Council and individual delegations could be made.

Councillor G Brown asked if the Programme of Meetings could be made available earlier so Members could plan ahead. The Monitoring Officer noted this.

Councillor O Hemsley moved the recommendations contained within the report. Councillor Stephenson seconded the recommendations.

RESOLVED

That Council:

APPROVES the programme of meetings for 2021/22.

17 ANY URGENT BUSINESS

No matters of urgent business were received.

---oOo---

The Chairman declared the meeting closed at 7.37 pm.

---oOo---

CABINET

21 September 2021

HIGHWAYS TERM MAINTENANCE CONTRACT EXTENSION

Report of the Strategic Director for Places

Strategic Aim:	Delivering sustainable development	
Key Decision: Yes	Forward Plan Reference: FP/090721	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mrs L Stephenson, Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change	
Contact Officer(s):	Penny Sharp, Strategic Director for Places	01572 758160 psharp@rutland.gov.uk
	Andrew Tatt, Interim Principal Highways Manager	atatt@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Recommends to Council to approve the extension of the current Highways Term Maintenance Contract Upon reliance of Regulation 72 (1)(b) of the Public Contract Regulations 2015, by an additional six (6) months from 1st December 2023 until 31st May 2024, to ensure service continuity during the commissioning period of the new RCC Highways Term Maintenance Contract.

1 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to seek approval for the extension of the current Highways Term Maintenance Contract Upon reliance of Regulation 72 (1)(b) of the Public Contract Regulations 2015, to vary the Contract by an additional six (6) months from 1st December 2023 until 31st May 2024. This is to ensure service continuity during the commissioning period of the new RCC Highways Term Maintenance Contract. It has been identified as high risk to change contracts during the Winter Service (gritting provision) period. The contract extension will enable the mobilisation of a new contract after winter service.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council entered into a contractual agreement with "Tarmac" dated 1st

December 2013 (the “Contract”) in relation to the provision of Highway Term Maintenance on the terms of the Contract.

The scope of the Highway Maintenance Contract includes the following activities:

- Construction
- Highway’s maintenance including maintenance work for bridges
- Traffic control, street lighting and street furniture provision and maintenance
- Gully cleansing and emptying
- Drainage works
- Winter maintenance services, including provision of vehicles.

2.2 The Contract was subsequently extended by:

- A letter of Extension dated 18th January 2018 (until the 1st December 2020)
- A letter of Extension dated 16th November 2018 (until the 1st December 2021)
- A Deed of Extension dated 13th November 2019 (until the 1st December 2022)
- A Deed of Extension dated 18th December 2020 (until the 1st December 2023) (hereinafter referred to as the “Contract”).

2.3 The full extension provision within the original Contract has now been utilised which takes the end date to 30th November 2023. Any additional extension beyond this point will need to be upon reliance of Regulation 72 (1)(b) of the Public Contract Regulations 2015, as a contract variation.

3 CRITERIA FOR EXTENDING THE CONTRACT PERIOD FURTHER

3.1 There is clear justification for the further six (6) months extension to 31st May 2024, in accordance with Regulation 72(1)(b) PCR 2015 for the following reasons:

- a) For additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement.
- b) Cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
- c) Would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.

The reason for seeking this further extension is to avoid the current contract terminating part way through the winter season. This would cause significant inconvenience for the contractor to resource part of a winter period as well as to any new contractor to start part way through this period. The contractors may struggle to resource half a winter period with the appropriate equipment and trained operatives required. This would adversely affect the service for that winter period and may reduce the appeal for any new bidders of a contract which starts and finishes at this time of year.

4 HIGHWAYS MAINTENANCE CONTRACT PERFORMANCE

4.1 The cumulative value of work set out in the OJEU Notice, dated 4 December 2012, was set in a range between £25 million and £40 million. The value of work that has

already been awarded through the contract together with what would be awarded between 30 November 2023 and 31st May 2024 is highly unlikely to exceed the maximum procured value. This criteria for the Contract extension has therefore been met.

- 4.2 A set of 12 Key Performance Indicators (KPIs) were set out in the Highway Maintenance Contract. These KPIs are standard MHA Contract KPIs and considered appropriate to monitor the performance of the service provider, they can also be benchmarked with other MHA contracts if appropriate.
- 4.3 The Contract KPI outputs for each Financial Year since the commencement of the contract have been presented to the annual Network Board (consisting of officers of the Council and representatives of Tarmac) meeting for review.
- 4.4 The highway maintenance contract still meets Rutland County Council's requirements for effective highway maintenance delivery in accordance with the terms of the contract. This criteria for the Contract extension has therefore been met.
- 4.5 All the criteria required under the Contract for there to be an extension have been satisfied and there is no contractual reason why the Contract cannot be extended to 31st May 2024.

5 CONSULTATION

- 5.1 There is no need for any further consultation associated with the request for an extension to the Highway Maintenance Contract.

6 ALTERNATIVE OPTIONS

- 6.1 This paper is to approve a further six (6) months contract extension to Tarmac who have achieved all the criteria for the extension.
- 6.2 The alternative option would be to not to extend and procure from the current end date which has been assessed as high risk for the reasons set out in Section 3.

7 FINANCIAL IMPLICATIONS

- 7.1 The proposed additional six (6) months of the contract will be subject to the Contract's standard price fluctuation clause.
- 7.2 The extension will be on the current contracted rates with six (6) months through put of c£1.75m.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The Highway Term Maintenance Contract has provision for the Contract to be extended but these extensions have been fully utilised.
- 8.2 Therefore, to extend the current Highways Term Maintenance Contract beyond the period provided for in the contract, the Council would need to rely upon Regulation 72 (1)(b) of the Public Contract Regulations 2015, the Council wishes to vary the Contract by an additional six (6) months from 1st December 2023 until 31st May 2024, to ensure service continuity during the commissioning period of the new

RCC Highways Term Maintenance Contract.

8.3 There is clear justification for the further six (6) months extension to 31st May 2024, in accordance with 72(1)(b) CPR 2015 for the following reasons:

a) For additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement.

b) Cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or

c) Would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.

The reason for seeking this further extension is to avoid the current contract terminating part way through the winter season. This would cause significant inconvenience for the contractor to resource part of a winter period as well as to any new contractor to start. The contractors may struggle to resource half a winter period with the appropriate equipment and trained operatives required. This would adversely affect the service for that winter period and may reduce the appeal for any new bidders in a contract which starts and finishes at this time of year.

8.4 The criteria for extending the end of the contract period as set out in the Contract have been assessed and found to be fully compliant.

8.5 There is therefore no reason why the extension cannot be allowed.

9 DATA PROTECTION IMPLICATIONS

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

10 EQUALITY IMPACT ASSESSMENT

10.1 No Equality Impact Assessment has been undertaken because this is for an extension for an existing contract and there are no proposed changes to the operation of the contract.

11 COMMUNITY SAFETY IMPLICATIONS

11.1 There are no community safety implications on the awarding an extension to the existing contract.

12 HEALTH AND WELLBEING IMPLICATIONS

12.1 There are no changed health and wellbeing implications on the awarding an extension to the existing contract.

13 ORGANISATIONAL IMPLICATIONS

13.1 Environmental implications

- 13.2 To explore and implement the use of materials where practicable, which optimise the carbon reduction measures and their usage, while ensuring a functional and cost effective balance is maintained. Implementing environmental best practice where practicable throughout the contract.

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 14.1 The criteria set out in the Highway Term Maintenance Contract based upon the Contactor performance for 2020/21 have been fully satisfied. It is therefore recommended that the Highways Term Maintenance Contract upon reliance of Regulation 72 (1)(b) of the Public Contract Regulations 2015, the Council shall vary the Contract by a further six (6) months from 1st December 2023 to the 31st May 2024.

15 BACKGROUND PAPERS

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

16 APPENDICES

- 16.1 There are no additional appendices to the report.

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COUNCIL

11 October 2021

PRIMARY CARE TASK AND FINISH GROUP PROPOSAL

Motion

Strategic Aim:	Sustainable Growth	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr A Walters , Portfolio Holder for Health, Wellbeing and Adult Care	
Contact Officer(s):	John Morley: Strategic Director for Adult Services and Health	01572 758442 jnmorley@rutland.gov.uk
	Sue Bingham, Interim Corporate Governance Manager	01572 758165 sbingham@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Council:

1. Agrees to the formation of a time limited, cross-party Task and Finish group to review Primary Care in Rutland.
2. Approves the Terms of Reference as attached at appendix A

1 PURPOSE OF THE REPORT

- 1.1 To request that Council approves the formation and direction of the Task and Finish Group in accordance with Procedure Rule 15 of Part 4 of the Constitution.
- 1.2 For Council to endorse the Terms of Reference as attached at Appendix A.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 3 At a meeting on the 22nd September 2021, the Scrutiny Commission, proposed to bring forward a combined scrutiny task & finish group to evaluate and gain evidence on the matter.
 - i. As the pandemic has progressed, so has members correspondence from Residents highlighting concerns on accessing Primary Care.
 - ii. Healthwatch Rutland have been reports from residents and raising concerns since December 2020

- iii. Nationally, face to face access to General Practice is a concern.
- iv. In September 2021, Rutland County Council voted to withdraw the Draft Local Plan and begin the process again, this has left a gap in the medium to long-term infrastructure planning
- v. In April 2022, the new Integrated Care System (ICS) will be implemented, this is a service led system.

4 CONSULTATION

- 4.1 The report was written in consultation with Cllr Paul Ainsley, Chair of the Scrutiny Commission and Cllr Samantha Harvey, Chair of Adults and Health Scrutiny Committee
- 4.2 The timing, and the proposed members and Chair of the Task and Finish Group were agreed by the Growth, Infrastructure and Resources Committee at their meeting on 12 September 2019.

5 ALTERNATIVE OPTIONS

- 5.1 Council could decide not to go ahead with the Task and Finish Group in its entirety or recommend that the remit of the Group and its Terms of Reference be amended and a further proposal be brought back to Council.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no major financial implications in undertaking the review. There will be a cost implication for officer time spent supporting the Group. However it would not require any budgetary increase this financial year.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 Procedure Rule 15 of the RCC Constitution concerns itself with the appointment of special or advisory Committees *and* Task and Finish Groups and states within it the following:
 - 1) *The Council may establish such groups/committees for the purposes of discharging Council functions and may also establish a Committee of a purely advisory nature.*
 - 2) *A Committee may also establish such groups/committees provided that the Council agree.*
 - 3) *On establishing a such groups/committees, the Council shall determine each of the following:*
 - a) *the Terms of Reference of each group/committee;*
 - b) *the number of places and voting places on each group/committee;*
 - c) *the appointment of the Chairman and Vice-Chairman of the Committee from amongst the voting Members of the group/Committee;*

- 7.2 The Scrutiny Commission are asking Council to agree that membership of the group should include at least two Members of each of the Scrutiny Committee and the other Councillors who expressed interest in joining the Task and Finish group. In this instance therefore, there would be no allocation of places by political balance.

8 DATA PROTECTION IMPLICATIONS

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

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment has not been completed at this stage because there are no service, policy or organisational changes being proposed in this report.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no community safety implications.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 There are no health and wellbeing implications in the formation of the group, however the subject matter involves the Health and Wellbeing of the whole Rutland Community

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 This report is asking Council to approve the formation of a Task and Finish Group to review current access and help co-produce a future vision that will address emerging issues in this area.
- 12.2 The proposed work of the Group aligns with the Council's strategic aim of Healthy Community and is particularly pertinent currently due to post pandemic service pressures, and the need for member steer on the direction of medium- and long-term infrastructure co production planning with partners

13 BACKGROUND PAPERS

- 13.1 There are no background papers to the report.

14 APPENDICES

- 14.1 Appendix A – Environmental Task and Finish Group Terms of Reference

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Appendix A: Primary Care Task and Finish Group – Terms of Reference

1. Purpose

The purpose of this document is to define the Terms of Reference for the task and finish group on Primary Care in Rutland.

2. Background

- As the pandemic has progressed, so has members correspondence from Residents highlighting concerns on accessing Primary Care.
- Healthwatch Rutland have been reports from residents and raising concerns since December 2020
- Nationally, face to face access to General Practice is a concern.
- In September 2021, Rutland County Council voted to withdraw the Draft Local Plan and begin the process again, this has left a gap in the medium to long-term infrastructure planning
- In April 2022, the new Integrated Care System (ICS) will be implemented, this is a service led system.

3. Aims and Objectives

- To understand what Primary Care is available to the residents and how this can be accessed and understand the resident's perspective of this, highlighting the gaps.
- To develop an understanding on the medium-term pressures on the infrastructure estate of Primary Care
- To make recommendations on "quick wins" to help close the gap between what is available and the resident's perspective of this.
- To make recommendation based on the findings for the long-term infrastructure planning for Primary Care in Rutland.

4. Proposed Task and Finish Group Members

At a meeting on the 22nd September 2021, the Scrutiny Commission, proposed to bring forward a combined scrutiny Task & Finish Group to evaluate and gain evidence on the matter.

It is proposed that the group be formed by at least two members of each committee and any other non-executive member.

- There is an expectation that members will be co-ordinating and delivering face to face and telephone interviews as part of the initial evidence gathering sessions, as such, members will need to have some flexibility of time, especially in the first two months.

5. Chairman

Cllr Paul Ainsley will chair.

6. Length of Review

The review is expected to take no more than six months and the Group will be aiming to deliver their report to April's Council meeting.

7. Timetable

The timetable, and the frequency and timing of meetings will be determined by the Task and Finish Group at their first meeting.

8. Methodology/Approach

The following information will be considered by the Group:

- Gain evidence from patients and Healthwatch on their experience of accessing care.
- Gain evidence from practices on the delivery of care
- Gain an understanding of how different models and technology can help improve access
- Understand and report on how infrastructure is modelled by the CCG
- Understand how, as a Local Authority, we can work with, and influence, stakeholders to improve medium- and long-term infrastructure planning.

9. Reporting

- A verbal update from the Task and Finish Group will be provided to full council each month.
- An interim report will be delivered to cabinet in January 2022, this also allows time to support and supplement the place-led plan..
- The Group will submit a final report to cabinet for endorsement and approval of its recommendations

10. Officer Support

The Group will be assisted by the Governance Team for secretariat

The group will also be assisted by John Morley, Director of Adults Social Care.

11. Finance

It is not anticipated to require additional budget in this financial year.

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COUNCIL

11 October 2021

APPOINTMENT OF MONITORING OFFICER

Report of the Chief Executive

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader and Portfolio Holder for Policy, Strategy and Partnerships, Economy and Infrastructure	
Contact Officer(s):	Mark Andrews, Chief Executive	01572 758339 mandrews@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council

- 1) Appoints Marie Rosenthal as the Council's Interim Monitoring Officer from 12th October until such time as a permanent appointment has been made.
- 2) Note the financial pressure of c£35k which the Resources Directorate will aim to manage within its current budget.

1 PURPOSE OF THE REPORT

- 1.1 To seek the agreement of Council to appoint Ms Marie Rosenthal as the Council's Interim Monitoring Officer.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Overview

- 2.1.1 Mr Philip Horsfield, the current Monitoring Officer has resigned and will be leaving the Council on 7th November 2021. The decision was taken to fill the role on an interim basis pending a permanent appointment to minimise the risk of Council not having a Monitoring Officer.

- 2.1.2 Permanent recruitment to the post will start in early 2022 allowing the new Monitoring Officer some time to assess current arrangements whilst also giving us the opportunity to review the Governance and Legal service. Members will be advised of the timetable in due course.
- 2.1.3 The Chief Executive, following consultation with the Group Leaders is recommending that Ms Rosenthal is appointed to the role with effect from 12th October. Ms Rosenthal has been working in local government since 1990. She is a qualified legal professional and held a number of permanent roles at Director level at unitary authorities up to 2017. In some of those roles she has been Monitoring Officer and has been responsible for a range of corporate services from legal, democratic services, governance, audit, property, HR and procurement. From 2017 she has had various senior interim roles where she has covered the Monitoring Officer post and has delivered a range of governance and leadership arrangements.
- 2.1.4 Ms Rosenthal will be appointed for an initial period of 9 months and will work 4 days per week. Ms Rosenthal will be supported by Sarah Khawaja as Deputy Monitoring Officer.

3 CONSULTATION

- 3.1 No formal consultation is required.

4 ALTERNATIVE OPTIONS

- 4.1 At this stage, there are no viable alternative options. The Council originally considered moving straight to a permanent appointment but the risk of failing to appoint in the current market alongside the ability to appoint quickly (in time for the 7th November) meant that the Council could not guarantee the management of these risks. Failure to appoint a Monitoring Officer would leave the Council unable to meet its statutory duties.
- 4.2 The Council therefore sought Interim support. The Interim market is buoyant but challenging. Longer term assignments are attractive and the Council was advised that any assignment of less than 6 months would not attract suitable candidates.

5 FINANCIAL IMPLICATIONS

- 5.1 The Council has assessed that the financial pressure will be c£35k. The Resources Directorate will aim to manage this pressure within its current budget.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 Section 5(1)(a) of the Local Government & Housing Act 1989 states that:

"It shall be the duty of every relevant authority to - designate one of their officers (to be known as "the monitoring officer") as the officer responsible for the duties imposed by this section"

- 6.2 This power may only be exercised by the Full Council as a matter of Law.

- 6.3 As with other Statutory Officers it is advisable (although not a legal requirement) to ensure that Councillors across the political spectrum are supportive of the appointment (in addition to the requirement above). The Constitution provides for

this as Section 3 Paragraph 8.1 states that appointments to Chief Officer posts should be done via a panel consisting of “three members of the committee plus the relevant Cabinet Member” and that political balance applies to the panel.”

6.4 The Constitution also states at Section 3 paragraph 1.2 that:

“1.2 Any arrangements made by the Council or Cabinet for the discharge of functions by a Committee, Sub-Committee or Officer shall not prevent the Council or Cabinet by whom such arrangements were made from exercising those functions, subject to Procedure Rule 110 (Referral of Decisions) or the provisions for the call-in of decisions in the Constitution and the Council’s Procedure Rules.”

6.5 The effect of the above provisions means that the process for the Monitoring Officer appointment may follow 1 of 2 routes:

- 1) Through an appointments Committee to recommend to Council the appointment (Para 8.1 of the Constitution);
- 2) Directly through Council arising from a report. (Paragraph 1.2 of the Constitution)

6.5.1 As explained in para 2.3.1, the Chief Executive has consulted with the Group Leaders prior to this report being submitted.

7 EQUALITY IMPACT ASSESSMENT

7.1 An Equality Impact Assessment (EqIA) has not been completed for the following as this report does not impact on Council policies and procedures.

8 COMMUNITY SAFETY IMPLICATIONS

8.1 There are no community safety implications.

9 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

10.1 It is a requirement in law that the Council has a Monitoring Officer and this report ensures that the Council continues to comply with the law.

11 BACKGROUND PAPERS

11.1 There are no additional background papers to the report.

12 APPENDICES

12.1 None

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COUNCIL

11th October 2021

RUTLAND LOCAL PLAN

Report of the Strategic Director of Places

Strategic Aim:	Sustainable Growth	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr O Hemsley, Leader of the Council and Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure Cllr I Razzell, Portfolio Holder for Planning	
Contact Officer(s):	Penny Sharp, Director of Places	01572 758160 psharp@rutland.gov.uk
	Roger Ranson, Planning Policy and Housing Manager	01572 758238 rranson@rutland.gov.uk
Ward Councillors	All Ward Councillors	

DECISION RECOMMENDATIONS

That Council:

1. Approves the project management arrangements as set out in this report and the accompanying appendices for the establishment of a cross-party group to provide oversight of the process of making a new Local Plan, in line with the Corporate Project Management governance framework.

1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to set out proposed project management arrangements for the establishment of a cross-party group to provide oversight of the process of making a new Local Plan for consideration by Council.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 At its meeting held on 1st September, Council resolved to positively prepare and submit a new Local Plan informed by an updated evidence base for the benefit of the County of Rutland, its residents and businesses that will:

- i. Deliver the corporate plan vision and themes for the County;
- ii. Provide for sustainable growth to meet its objectively assessed housing and employment needs, utilising and promoting sustainable transport wherever possible, which will combine to contribute towards achieving the Government's net zero carbon emissions 2050 target;
- iii. Protect and enhance the County's heritage, character and natural capital (including air quality, water resource management and biodiversity); and
- iv. Ensure the timely delivery of all necessary infrastructure.

2.2 In addition, Council resolved the development of robust and effective strategic partnerships to support plan-making through the duty to cooperate and required for a viable, deliverable and sound plan as well as approving the establishment of a cross-party group to provide oversight of the process of making a new Local Plan.

2.3 This report sets out the proposed project management arrangements related to the cross-party working group. The following documents have been prepared in line with the Corporate Project Management governance framework and are recommended for Council consideration and approval.

2.4 Appendix 1 sets out the proposed terms of reference for the working group.

2.5 Appendix 2 sets out the proposed governance arrangements related to the working group.

2.6 Appendix 3 sets out proposed roles and responsibilities for the members of the working group.

2.7 Appendix 4 sets out the proposed project initiation document for the working group.

2.8 Appendix 5 sets out the proposed project risks and issues log which have been initially identified for further consideration by the working group.

2.9 Appendix 6 sets out the updated timeline for the preparation of a new Rutland Local Plan.

3 CONSULTATION

3.1 The Council has committed to the making a new Local Plan that will enable public consultation and comprehensive community engagement in line with the plan-making process.

4 ALTERNATIVE OPTIONS

4.1 The Council could decide not to approve the project management arrangements set out in this report and the accompanying appendices. This however would not be in line with the Corporate Project Management governance framework. Given the significant risks associated with this project it is recommended that the recommended project management arrangements are approved.

5 FINANCIAL IMPLICATIONS

5.1 The costs of preparing the new Local Plan were considered and approved by

Council at its meeting held on 1st September 2021. There are no additional financial implications arising from this report.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 The legal considerations related to preparing a new Local Plan were set out in the report to Council on 1st September. There are no additional implications arising from this report.
- 6.2 The proposed governance arrangement set out in Appendix 2 are in line with the Corporate Project Management governance framework.

7 DATA PROTECTION IMPLICATIONS

- 7.1 A Data Protection Impact Assessments (DPIA) has not been completed.

8 EQUALITY IMPACT ASSESSMENT

An Equality Impact Assessment (EqIA) has not been completed.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 None directly identified as part of this stage of decision making.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 None directly identified as part of this stage of decision making.

11 ORGANISATIONAL IMPLICATIONS

11.1 Environmental implications

- 11.2 None directly identified as part of this stage of decision making.

11.3 Human Resource implications

- 11.4 The staffing implications of preparing the new Local Plan were considered and approved by Council at its meeting held on 1st September 2021. There are no additional implications arising from this report as they are covered in the body of the report.

11.5 Procurement Implications

- 11.6 The Council is responsible for procuring the services associated with preparing a new Local Plan following financial regulations and procedures.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 Council has committed to positively prepare and submit a new Local Plan informed by an updated evidence base for the benefit of the County of Rutland, its residents and businesses.
- 12.2 It has been resolved that the development of a new plan should be progressed in a manner that is positive, evidence-based, objective, respectful and collaborative to

secure the best outcome for the future of the County. As part of this, Council resolved that a cross-party working group be established to provide oversight of the local plan process and in line with the Council's existing Governance framework.

- 12.3 It is therefore recommended that Council consider and approve the proposed project management arrangements to enable the effective and efficient functioning of the cross-party working group. .

13 BACKGROUND PAPERS

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

14 APPENDICES

- 14.1 Appendix 1: Proposed terms of reference for the working group
- 14.2 Appendix 2: Proposed governance arrangements related to the working group.
- 14.3 Appendix 3: Proposed roles and responsibilities for the members of the working group.
- 14.4 Appendix 4: Proposed project initiation document for the working group.
- 14.5 Appendix 5: Proposed project risks and issues log which have been initially identified for further consideration by the working group.
- 14.6 Appendix 6: Updated timeline for the preparation of a new Rutland Local Plan.

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Rutland
County Council

Rutland County Council

Local Plan 2 – Working Group Terms of Reference

Document Owner:	Roger Ranson – Planning Policy Manager Rutland County Council
Author:	Dee Rajput Rutland County Council
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Date:	Sep 2021
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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
0.01	Sep 2021	Document Created
V0.02	01/10/21	Amended to reflect comments from Group Leaders and Portfolio Holder for Planning

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Project Sponsor	Penny Sharp	01/10/21

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Board	Email	

Introduction

The purpose of this terms of reference document is to state the responsibilities of the Local Plan Working Group who will be providing support, guidance and leadership in delivering the plan required within the Council.

Membership & Chairing

The group will be chaired by the Chief Executive, Mark Andrews. In the absence of the Chief Executive, the Director of Places will deputise and Chair the Working Group meeting.

Membership of the group has been agreed by the Chair, Group Leaders and Portfolio Holder for Planning. The composition of this group and team members who are required to attend, will be done so by invitation. This is:

- Mark Andrews (Chief Executive)
- Penny Sharp (Director for Places)
- Cllr Hemsley (Leader)
- Cllr Waller (Leader of The Liberal Democrats Group)
- Cllr Oxley (Leader of The Independent & Green Group)
- Dee Rajput (Programme Manager)
- Andrew Merry (Head of Finance)
- Roger Ranson (Head of Planning Policy)
- Rachel Armstrong (Planning Policy Lead)
- Mat Waik (Communications Lead)
- Phil Horsfield (Head of Legal)

Independent Advisors (as required):

- Planning Advisory Service
- Counsel/Legal Advisors

Members may send named deputies by exception only. Meeting papers will be shared with the members of the group and nominated deputies.

The Project Management Office (PMO) will support the provision and running of this group.

Frequency of the Working Group

Meetings will be held monthly. Ad-hoc meetings may be held by agreement of the Chair as and when required. Meetings may, exceptionally, be cancelled by the Chair.

Responsibilities of the Working Group

This cross-party working group will act as an advisory board to the officers developing and delivering the Local Plan. The group fulfils their leadership role by:

- Providing a steer on progress and key decisions
- Monitoring the budget position and taking responsibility for spend
- Monitoring the implementation and improving its effectiveness as required
- Identifying issues that have arisen and discussing solutions
- Mitigating risks that have been identified
- Provide an informal decision-making platform to push on with the delivery
- Respect the views and opinions of individual contributors and the Working Group
- Take an evidenced based approach in identifying solutions
- Review and understand the evidence base to inform policy development

- Support the need to positively prepare and submit a new Local Plan
- Adhere to national planning policy framework and statutory regulations
- Deliver the corporate plan vision and themes for the County
- Oversee the development of a Local Plan for the County that provides for sustainable growth to meet the County's objectively assessed housing and employment needs which will combine to contribute towards achieving the Government's net zero carbon emissions 2050 target
- Protect and enhance the County's heritage, character and natural capital (including air quality, water resource management and biodiversity)
- Ensure the timely delivery of all necessary infrastructure.
- Support the development of robust and effective strategic partnerships to meet the duty to cooperate and help secure a viable, deliverable and sound plan

Reporting

Any issues that require further action or disclosure to the relevant management structures will be brought to the attention of this group by the members. In exceptional cases, any members of the group may escalate issues to the Senior Management Team and/or Cabinet.

The minutes of these meetings will be formally recorded. Once approved by the Working Group the minutes will be published to all group members and nominated deputies.



Rutland
County Council

Rutland County Council

Local Plan 2 Project – Governance Structure

Document Owner:	Roger Ranson – Planning Policy Manager Rutland County Council
Author:	Dee Rajput Rutland County Council
Version:	V0.01
Date:	Sep 2021
Classification	NOT PROTECTIVELY MARKED

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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
0.01	Sep 2021	First Draft

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date

Document Distribution

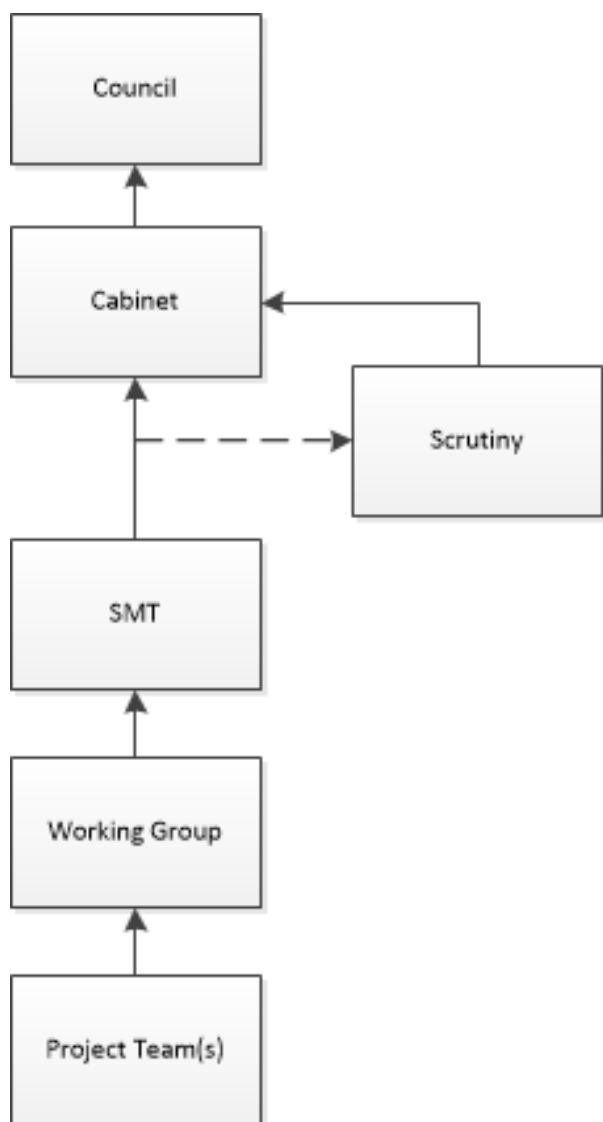
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Name	Method	Date

Introduction

This document outlines the governance structure to be deployed for the Local Plan project. The governance of the project is important as it allows the project to ensure the correct decisions are being made and communicated accordingly.

Project Details



Governing Body	Responsibilities (in relation to the project)
Project Team	Operational group to deliver the project managing actions, issues and risks
Working Group	Strategic group to oversee the delivery of the project to ensure due process is being followed and to provide support/guidance for decision making

Cabinet	Formal Council governance body to provide decisions on project progress
Council	Formal Council governance body to provide decisions on project progress, outside of the remit of Cabinet (as per the Project Management Framework)
SMT	Senior Management Team to provide support/guidance on operational risks and issues, ensuring blockers to progress are removed and to provide decision making function
Scrutiny	Scrutiny to be used as part of the formal decision making process where they require further review of the work being done



Rutland
County Council

Rutland County Council

Local Plan 2 – Roles & Responsibilities

Document Owner: Roger Ranson, Planning Policy Manager
Rutland County Council

Author: Dee Rajput
Rutland County Council

Version: V0.02

Date: Sep 2021

Classification NOT PROTECTIVELY MARKED

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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
0.01	Sep 2021	Document Creation
0.02	Sep 2021	Addition of Cllr Razzell to the working group

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Required		

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Board + Project Team		

Roles & Responsibilities Table

Resource Name	Title	Organisation	Project Role	Responsibilities
Mark Andrews	Chief Executive	RCC	Working Group Chair	<ul style="list-style-type: none"> Leads the Working Group. Makes key organisation/commercial decisions for the project. Ensures resolution of issues escalated by the Project Lead/Manager Championing the project and raising awareness. Ensuring political requirements are understood and taken into account Resolving cross-party risks/issues at Working Group level.
Penny Sharp	Director of Places	RCC	Sponsor	<ul style="list-style-type: none"> Ultimate authority and responsibility for the delivery of the project. Ensures project aligns with council policy and plans. Clearly communicates on aspects of the project with stakeholder groups and senior management. Defines the criteria for project success Accountable for the successful completion of the project and delivery of planned benefits associated with the project. Ensures changes are properly managed to ensure that they don't have any negative impact on the project Assures availability of essential project resources.
Cllr Hemsley	Leader	RCC	Conservative Group Lead	<ul style="list-style-type: none"> Provide advice on political risks associated with project delivery Ensuring that the solution meets cabinet and community expectations, satisfies needs and contributes towards realising the council benefits Supports the approval of project implementation plan, project scope and milestones. Resolves political and policy issues.

Rutland County Council – Local Plan 2 Project Roles & Responsibilities

				<ul style="list-style-type: none"> Communicates progress of project with their group and obtains group consensus Constructively engage and contribute to the Working Group Meetings Review and understand the evidence base to inform policy development
Cllr Waller	Leader of the Liberal Democrats Group	RCC	Group Lead (Liberal Democrats)	<ul style="list-style-type: none"> Provide advice on political risks associated with project delivery Ensuring that the solution meets cabinet and community expectations, satisfies needs and contributes towards realising the council benefits Supports the approval of project implementation plan, project scope and milestones. Resolves political and policy issues. Communicates progress of project with their group and obtains group consensus Constructively engage and contribute to the Working Group Meetings Review and understand the evidence base to inform policy development
Cllr Oxley	Leader of The Independent Group	RCC	Group Lead (Independent)	<ul style="list-style-type: none"> Provide advice on political risks associated with project delivery Ensuring that the solution meets cabinet and community expectations, satisfies needs and contributes towards realising the council benefits Supports the approval of project implementation plan, project scope and milestones. Resolves political and policy issues. Communicates progress of project with their group and obtains group consensus Constructively engage and contribute to the Working Group Meetings

Rutland County Council – Local Plan 2 Project Roles & Responsibilities

				<ul style="list-style-type: none"> Review and understand the evidence base to inform policy development
Cllr Razzell	Planning Portfolio Holder	RCC	Planning Portfolio Holder	<ul style="list-style-type: none"> Provide advice on political risks associated with project delivery Ensuring that the solution meets planning expectations, satisfies needs and contributes towards realising the council benefits Supports the approval of project implementation plan, project scope and milestones. Resolves political and policy issues. Communicates progress of project with Planning service area Constructively engage and contribute to the Working Group Meetings Review and understand the evidence base to inform policy development
Roger Ranson	Planning Policy Manager	RCC	Project Lead	<ul style="list-style-type: none"> Develops project team goals and delegates tasks to the appropriate project team members Creates and communicates clear expectations for project team Makes effective use of resources within the approved budget. Maintains frequent communication to amend tasks, and provide updates on goal progress Quality assures the work of supplier and organisation staff assigned to the project. Responsible for project performance and addresses weaknesses or inefficiencies Encourages creativity and innovation to get the most out of the project team Quickly and effectively resolves team conflicts Writes project reports as necessary and celebrates accomplishments. Ensures the sharing of specialist subject knowledge. Liaises with, and updates progress to, Working Group/senior

Rutland County Council – Local Plan 2 Project Roles & Responsibilities

				<p>management.</p> <ul style="list-style-type: none"> Ensures that mandatory supplier requirements are met. Participates in the Project Team & Working Group Meetings
Rachel Armstrong	Planning Policy Lead	RCC	Subject Matter Experts – Planning Policy	<ul style="list-style-type: none"> Provide service area expertise Work with team/suppliers to ensure the project meets business needs Participate in the Project Team Meetings Participate in the Working Group Meetings
Dee Rajput	Corporate Projects Programme Manager	RCC	Project Manager	<ul style="list-style-type: none"> Managing and leading the project team. Detailed project planning and control Definition and production of project documentation (including the Terms of Reference, Project Initiation Document, etc.) Developing and maintaining a detailed project plan. Managing project deliverables in line with the project plan. Recording and managing project issues and risks and escalating where necessary. Managing project scope and change control and escalating issues where necessary. Monitoring project progress and performance. Managing project evaluation.
Phil Horsfield	Deputy Director for Resources (Monitoring Officer)	RCC	Subject Matter Experts – Legal	<ul style="list-style-type: none"> Provide service area expertise Work with team/suppliers to ensure the project meets business needs Participate in the Project Team Meetings Participate in the Working Group (where necessary)
Andrew Merry	Finance Manager	RCC	Subject Matter Experts – Finance	<ul style="list-style-type: none"> Provide service area expertise Work with team/suppliers to ensure the project meets business

Rutland County Council – Local Plan 2 Project Roles & Responsibilities

				needs <ul style="list-style-type: none"> • Participate in the Project Team Meetings • Participate in the Working Group (where necessary)
Mat Waik	Communications Lead	RCC	Subject Matter Experts – Communications	<ul style="list-style-type: none"> • Provide service area expertise • Work with team/suppliers to ensure the project meets business needs • Participate in the Project Team Meetings • Participate in the Working Group (where necessary)
TBC	Planning Advisory Service	PAS	Subject Matter Expert – Planning	<ul style="list-style-type: none"> • Provide independent policy and plan making expertise • Work with team/suppliers to ensure the project meets business needs • Participate in the Project Team Meetings • Participate in the Working Group (where necessary)

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Rutland
County Council

Rutland County Council

Local Plan

Project Initiation Document (PID)

Document Owner: Roger Ranson, Planning Policy Manager
Rutland County Council

Author: Roger Ranson

Version: V0.03

Date: Sep 2021

Classification NOT PROTECTIVELY MARKED

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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
V0.01	Sep 2021	Draft Document Created for Project Board Review
V0.02	Sep 2021	Project Team amendments
V0.03	01/10/21	Amended to reflect Group Leaders and Portfolio Holder

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Sponsor	Penny Sharp	
Project Board		

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Team, Project Board	Email	October 2021
Council	Published Report Pack	01/10/21

Project Details

Project	New Local Plan for Rutland
Background	<p><i>The Rutland Local plan 2018-2036 was withdrawn for Examination on 1st September 2021.</i></p> <p><i>There is a statutory requirement for Local Planning Authorities to prepare and maintain an Up-To-Date development plan for their area. The withdrawal of the Rutland Local Plan means that we must revert back to the Core Strategy (2011) and the Site Allocations and Policies DPD (2014) until a new Local Plan is adopted. Both these documents pre-date current National Planning Policy Framework and are becoming out of date, it is therefore necessary that a new Local Plan is prepared.</i></p> <p><i>Statutory regulations set out the process for preparing a Local Plan. These must be met for the plan to be considered “Sound and legally compliant” at Examination in Public.</i></p>
Project Objectives	<ul style="list-style-type: none"> <i>To prepare a new Local Plan for Rutland which meets the test of Soundness at Examination in Public and is adopted by the Council.</i> <i>The new plan should cover a plan period of at least 15 years from adoption and must address the development needs of the County for that plan period</i> <i>The plan should be developed to mitigate the impact of Climate Change and reflect the Council’s commitment for the County to reach Carbon Net Zero as soon as possible and no later than 2050.</i>
Activities / Scope	<ul style="list-style-type: none"> <i>Prepare necessary evidence reports to support and direct the preparation of the new local plan</i> <i>Follow statutory process for preparation of new local plan</i> <i>Engage the wider community in the plan making process through ongoing community consultation and engagement</i> <i>Engage ongoing cross party Council support in the plan making process</i> <i>Determine the most appropriate long-term vision and spatial strategy for the County for inclusion in the plan</i> <i>Undertake a call for sites and site assessment to determine appropriate sites for allocation for development</i> <i>Prepare new policies for inclusion within the new plan</i> <i>Undertake Sustainability Appraisal and Habitats Regulation Assessment work throughout the plan making process to help inform and direct decisions</i> <i>Undertake Equalities Impact Assessment and Health Impact Assessment work at key stages in plan making process</i> <i>Give consideration to ‘Made’ and developing Neighbourhood plans to reflect the development proposals of local communities, bearing in mind that the Local Plan must include strategic policies to address priorities for the development and use of land in Rutland.</i>

Deliverables	<p>Target Milestones (to be refined through the evolution of the project plan):</p> <ul style="list-style-type: none"> • Preparation and publication of all necessary supporting evidence (Winter 2021 – Spring 2024) • Call for Sites (winter 2021) • Issues and Options consultation (scoping work) (Spring 2022) • Draft Local plan for Regulation 18 consultation (summer 2023) • Submission Local Plan for Regulation 19 consultation (Spring 2024) • Submit plan to Planning Inspectorate for examination (Summer 2024) • Adoption of the Local Plan (Summer 2025)
Timing	<ul style="list-style-type: none"> • Project plan from commencement in October 2021 to completion later summer/autumn 2025 • See Deliverables above for key milestones
Exclusions	<ul style="list-style-type: none"> • The business of planning committee is out of scope • Management and administration of developer contributions
Dependencies & Assumptions	<ul style="list-style-type: none"> • Key dependencies existing between the conclusions and recommendations of the evidence work and the preparation of the plan. • Each milestone will be dependent upon the outcome of the previous stage (in terms of the scale and nature of consultation responses and the conclusions of the evidence work) • Assumptions have been made relating to timing of Reg 18 consultation as this coincides with Local Council elections in 2023 and will therefore be affected by Purdah • Timescales and key milestones are based on current Plan making system and may be impacted by any potential changes to national planning policy and approach.
Resources	<p>The staff involved in this project will primarily be the following officers, providing support in addition to their day jobs:</p> <ul style="list-style-type: none"> • Penny Sharp (Place Director) • Roger Ranson (Planning Policy Manager) • Rachel Armstrong (Planning Policy Lead) • Sarah Khawaja (Legal Lead) • Laura Daughtry (Finance Lead) • Dee Rajput (Project Manager) • Justin Johnson (Planning Manager) <p>Additional support will be required by external consultants who will be brought in to provide technical and legal input into the overall process.</p>
Estimated Cost	<ul style="list-style-type: none"> • Estimated cost over the time to develop the plan is c£1.5m

Project Name: Local Plan 2 Project

Risk & Issues

Last Reviewed: 16 Sep 2021

Risk refers to the combined likelihood the event will occur and the impact on the project if it does occur

Ref	Date Raised	Risk or Issue Description	Risk or Issue Likelihood	Impact	Severity	Mitigation or Action Plan	Owner	Status	Date Closed
LP2-RI-001	16/09/21	Delay to timetable, impact on meeting report and consultation milestones set out	R	5	5	25	Ensure everyone clear of the timetable and their role in meeting it. Set up Working Group to ensure clear roles, reporting structures, programme management and early identification of risks.	Penny Sharp	Open
LP2-RI-002	16/09/21	The loss of existing staff during this process could significantly impact upon the capacity of the team and ability to keep the Local Plan process to programme	R	4	4	16	Ensure staff are well supported Identify potential interim support that may be called upon at relatively short notice to help backfill	Penny Sharp	Open
LP2-RI-004	16/09/21	Risk of not meeting stakeholder expectations on the consultations and the needs of the project	R	5	4	20	Regular communications and comprehensive community engagement strategy	Penny Sharp	Open
LP2-RI-005	16/09/21	Consultation approach does not reach the breadth of the county's demographic and responses are insufficient to reflect the diverse views	R	3	5	15	Regular communications and comprehensive community engagement strategy	Penny Sharp	Open
LP2-RI-006	16/09/21	Risk of Council not approving Reg. 19 plan. Significant delay to Local Plan as a revised plan would need to be prepared and evidenced	R	3	5	15	Development of a cross party working group to oversee the delivery of the project Member briefings provided on key stages of the plan production	Penny Sharp	Open
LP2-RI-007	16/09/21	Scale of responses to consultation stages, could impact on timescales for processing and preparing for further stages to the development of plan	R	4	4	16	Ensure planning officer capacity is maximised during this period in order to consider responses as quickly as possible	Penny Sharp	Open
LP2-RI-008	16/09/21	Risk of Covid impacting the future delivery of the Local Plan process	R	3	2	6	Keep under review	Penny Sharp	Open
LP2-RI-009	16/09/21	Risk that the agreed budget for the development of the Local Plan could be exceeded	R	2	3	6	Review the budget and report to Council quarterly Working Group will also review regularly	Penny Sharp	Open
LP2-RI-010	16/09/21	Risk of judicial challenge throughout the process	R	2	4	8	Keep under review	Penny Sharp	Open
LP2-RI-011	16/09/21	Risk of delay due to changes to the government's proposals to planning reform	R	4	4	16	Keep under review	Penny Sharp	Open
LP2-RI-012	16/09/21	No agreement on the approach to the Growth Strategy	R	3	5	15	Extensive community engagement and consultation, oversight by cross party working group and regular members briefing	Penny Sharp	Open
LP2-RI-013	16/09/21	Local Election 2023 could change policy direction	R	3	5	15	Involvement of all political groups throughout the process and briefing candidates prior to the election	Penny Sharp	Open

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LDS 2021-2025
Indicative Programme for the Preparation of a New Rutland Local Plan

[illegible]

Local Plan Stages

IO	Evidence gathering and Issues and Options preparatory work (6 months)
	Prepare Preferred Options (8 months)
PS	Preparation of proposed Submission Plan (Regulation 19) (6 months)
S	Prepare for Submission to Secretary of State (Regulation 22) (4 months)
E	Independent Examination (Regulation 24) (12 months)
A	Adoption and Publication (to be advised) (Regulation 26)
	Consultation and engagement (including governance process) 3 months at each stage to allow for cabinet/council approval and 6 week consultation

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COUNCIL

11 October 2021

ANNUAL HEALTH AND SAFETY REPORT 2020/21

Report of the Strategic Director of Places

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr L Stephenson, Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change	
Contact Officer(s):	Penny Sharp, Strategic Director of Places	01572 758160 psharp@rutland.gov.uk
	Martin Jones, Interim Principal Environmental Services Manager	mjones2@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council:

1. Endorses the contents of the report and the positive improvements being made within the Health and Safety function.

1 PURPOSE OF THE REPORT

To report to the Council the position on Health and Safety (H&S) and related activity within Rutland County Council (RCC) over the last year 20/21.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 This report will reflect on the implementation of a new Safety Management System (SMS) which is driving the ongoing H&S improvements and enabling positive culture change within RCC.

Responsibility for the Corporate Health and Safety function sits within the Environmental Services Team. In May 2020, a full time Corporate Health and Safety Advisor joined Rutland County Council to provide support and guidance to the Council and all staff in this area. This support had previously been provided by a number of part time appointments.

- 2.2 An initial gap analysis and review of the existing Corporate Health and Safety (H&S) responses was undertaken during 2020. As a result of this work Joint Health and Safety Committee agreed to support a proposal to implement the following solution:
- i) An overarching Safety Management System (SMS) be created and implemented as a robust system of control for current and all new H&S related matters.
 - ii) This SMS solution to be aligned to ensuring compliance with current HSE guidance on statutory legislation and to the latest globally recognised ISO standard 45001.
 - iii) Health and Safety matters are always fully supported by the H&S Advisor, the Chief Executive Officer (CEO) and SMT.

This approach was supported by a new Health and Safety Policy that was agreed and published in July 2020.

Update on Progress

- 2.3 **Safety Management System** - Implementation of the new (SMS) is progressing well with new sections of procedures and documentation being created as required, but primarily on a risk-based priority.

A Safety Steering Group (SSG) was formally established in January 2021. This group acts as a conduit for information, feedback and advice relating to H&S across all RCC Directorates and staff. It helps ensure a proactive approach to the management of Health and Safety in RCC's services and activities by listening to and engaging with staff at all levels in matters of safety. The SSG reports into the Joint Safety Committee to update Councillors on health and safety (H&S) matters.

- 2.11 The Joint Safety Committee (JSC) acts as the forum for liaison between the Members and Officers on H&S matters.

- 2.4 **Health and Safety Guidance** - Due to the extended home working conditions caused by the pandemic, a new Display Screen Equipment (DSE) procedure and corporate process was implemented in May 2020. This process was repeated after 6 months to ensure any outstanding actions from the original self-assessments had been addressed and new starters had also completed DSE assessments. The DSE procedure was also made available informally to Members.

- 2.5 **Health and Safety Advisor** - On demand support is being given to all levels of the directorate teams with regards to general health and safety e.g.:

- i) Assistance, help and reassurance being provided to maintain a "Covid Secure" environment for those returning to the Catmose offices and elsewhere.
- ii) Help and advice provided to support emergency procedures at Catmose, including the establishment of a "Lead Officer" role (the officer with the day to day lead responsibility in the office) and a revised Emergency Evacuation protocol at Catmose. This incorporates a new digital assembly system which is able to monitor who enters and leaves the building, providing live management

information should an evacuation be necessary.

- iii) Assistance provided to support the cross-department preparations for the Vaccination Centre and the Oakham Enterprise Park Lateral Flow Test Centre.
 - iv) Assistance given to the planned Remembrance Service events in regards to the requirements at the various service locations.
- 2.6 All Directorates worked hard to make their services and work areas Covid Secure, including:
- i) Corporate Covid 19 Risk Assessment written and issued.
 - ii) Black, Asian, and minority ethnic (BAME) staff risk assessments to identify and protect higher risk staff, implemented by the HR department.
 - iii) Covid secure layouts implemented for local elections.
 - iv) Covid secure layouts implemented in the public libraries and Oakham Castle.
- 2.7 Accident, Incident and Near Miss data is now being collated and analysed in house (previously part of our commissioned service with Peterborough City Council) with standardised reporting to Joint Health and Safety Committee.
- 2.8 A new Driving and Riding to Work process was approved by Strategic Management Team in February 2021 which has now been implemented. This sets out the requisite levels of training and approvals required by staff for using any vehicles for work purposes, especially minibuses.
- 2.9 Internal Audit conducted a review of the Council's approach to Health and Safety that concluded in August 2021 (**Appendix A**). This was intended to provide assurance that the new approach to corporate health and safety was appropriate and being implemented effectively. The Audit concluded that there was 'Good Assurance' for the Control Environment [Green], 'Satisfactory Assurance' for Compliance [Amber]; and 'Low' for Organisational Impact/risk to organisation [Green]. There were 3 recommendations arising from the Audit, one medium and 2 low priority. There are currently being progressed.

Next Steps

- 2.10 Moving forwards RCC will be able to demonstrate ongoing continuous improvements in its management of H&S matters in line with the Safety Management System. This equates to a better and safer working environment which also results in safer, happier and more productive staff.
- 2.11 With the easing of Covid restrictions and more staff returning to office working, regular re-familiarisation emergency evacuation exercises will be held in conjunction with a robust schedule of H&S auditing.

3 CONSULTATION

- 3.1 Consultation is undertaken with all levels of management and staff through the Safety Steering Group. Communication with Members is through the Joint Safety Committee.
- 3.2 The Corporate Communications Team are assisting with raising the profile of the H&S function within RCC, and keeping all staff appraised of new Corporate H&S responses as they happen.
- 3.3 The new SMS is being implemented in stages after consultation and authorisation from the Strategic Management Team.
- 3.4 The new SMS is being reported on, and in consultation with, both the Joint Safety Committee and the Safety Steering Group.

4 ALTERNATIVE OPTIONS

- 4.1 No alternative approach has been considered beyond the need to have effective corporate H&S procedures in place which are aligned to industry best practice.

5 LEGAL AND GOVERNANCE CONSIDERATIONS

- 5.1 Health and Safety responsibilities are clearly set out as a series of legal statutes and guidance documents, such as the Health and Safety at Work etc Act 1974.

6 DATA PROTECTION IMPLICATIONS

- 6.1 A Data Protection Impact Assessments (DPIA) has been completed. No adverse or other significant risks/issues were found.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 An Equality Impact Assessment has not been completed all equality impacts have been considered under current legislation. Any implications arising are considered on a case by case basis as new policies and procedures are developed

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 None directly arising.

9 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 As set out in the main body of this report.

10 ORGANISATIONAL IMPLICATIONS

10.1 Environmental implications

None directly arising.

10.2 Human Resource implications

Implications are considered as new individual policy and procedure are developed and tested.

10.3 Procurement Implications

None directly arising.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 11.1 The report sets out the significant progress in the introduction of robust health and safety procedures within RCC.
- 11.2 By fully engaging with the new SMS and exhibiting continuing best practice this solution potentially lends itself to future certification to the ISO 45001 standard.

12 BACKGROUND PAPERS

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

13 APPENDICES

- 13.1 Appendix A – Internal Audit Report: Health and Safety 2021/22

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

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INTERNAL AUDIT REPORT



HEALTH AND SAFETY 2021/22

Issue Date:	19 th August 2021	Issued to:	Alan Bailey – Health and Safety Advisor
Author:	Heather Fraser – Principal Auditor		Penny Sharp – Strategic Director for Places
			Mark Andrews – Chief Executive
			Cllr Rosemary Powell – Chair of Audit and Risk Committee
			Cllr Lucy Stephenson – Portfolio Holder
			Cllr Marc Oxley – Chair of Joint Safety Committee

HEALTH AND SAFETY 2021/22

EXECUTIVE SUMMARY

1. Introduction & overall opinion

The Council has a legal duty under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to ensure the health, safety and welfare of their employees and non-employees. A corporate health and safety framework has been agreed, and is due to be fully implemented by 31st March 2022.

The Council's health and safety policy statement was approved by the Leader of the Council and the Chief Executive in July 2020. Whilst various procedures in relation to health and safety are available via the Council's intranet and shared drive, a number of these require updating. In addition, it is noted that over 50% of the Council's health and safety management system manual requires further development at the time of reporting.




The Council's employers liability insurance includes appropriate cover and is valid until 31st March 2022 - a copy of the certificate is available to all staff via the shared drive, in accordance with the requirements of the Employers Liability (Compulsory Insurance) Act 1969. In addition, the Health and Safety Executive's (HSE's) approved law leaflet is available to all staff via the Council's intranet, in accordance with the requirements of the Health and Safety Information for Employees Regulations 1989.

The Joint Safety Committee and Health and Safety Steering Group meet on a quarterly basis, with suitable priority areas detailed on the agenda. Furthermore, the Council's Health and Safety Advisor is professionally qualified and undertakes Continuing Professional Development (CPD) in accordance with the relevant membership requirements.

A project plan is in place to schedule and co-ordinate further work in relation to the Council's health and safety management system manual. Further development of the project plan, and the incorporation of key tasks, such as the training needs analysis exercise, the development of a corporate health and safety risk register, and rolling, risk based audit plan, would provide oversight and assurance that these tasks will be addressed as part of the ongoing work.

A range of specialist support is available to all employees, and the Council's incident reporting procedure has been subject to recent review, in order to aid officers in fulfilling their responsibilities, and to provide assurance that the Council are compliant with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013. The performance information to be detailed within quarterly and annual reporting is yet to be agreed.

The audit was carried out in accordance with the agreed Audit Planning Record (APR), which outlined the scope, terms and limitations to the audit. The Auditor's assurance opinion is summarised in the table below:

Internal Audit Assurance Opinion					
Control environment	Good Assurance				
Compliance	Satisfactory Assurance				
Organisational impact	Minor				
Risk	Design	Compliance	Recommendations		
			H	M	L
Risk 1 – The Council's corporate health and safety framework does not comply with health and safety legislation and regulatory requirements.	Good Assurance	Satisfactory Assurance	0	1	2
Total Number of Recommendations			0	1	2

2. Summary of findings

Risk 1 – The Council’s corporate health and safety framework does not comply with health and safety legislation or regulatory requirements.

The Health and Safety at Work Act 1974 requires employers of five or more people to prepare and maintain a health and safety policy. The Council’s health and safety policy statement was approved by the Leader of the Council and the Chief Executive in July 2020 – it is understood that the policy statement will be subject to review this year, and annually thereafter. Internal Audit review confirmed that the policy statement includes matters in relation to the Council’s commitment, and practical arrangements for managing health and safety, and it is understood that all relevant responsibilities will be clearly defined within the Council’s health and safety management system manual.

Various procedures in relation to health and safety are available via the Council’s intranet and shared drive. Whilst a number of these have been subject to recent review, some procedures will require updating. In addition, it is noted that over 50% of the Council’s health and safety management system manual is either incomplete, or requires further development, at the time of reporting. A project plan has been drafted in relation to this which requires further development and regular monitoring to support the completion of the new manual. **Recommendation one** addresses this finding.

The Council’s employers liability insurance includes cover of £20m for any one event, and is valid until 31st March 2022. A copy of the insurance certificate is available to all staff via the Council’s shared drive, and it is understood that the certificate is displayed in an accessible area within all occupied Council properties. It is noted that the supporting email which is issued to officers within the relevant Council properties does not currently confirm that the certificate must be displayed in an accessible area, such as a hallway, or a room which all staff have access to, in accordance with the requirements of the Employers Liability (Compulsory Insurance) Act 1969.

The Health and Safety Executive’s (HSE’s) approved law leaflet is available to all staff via the Council’s intranet, in accordance with the requirements of the Health and Safety Information for Employees Regulations 1989. It is understood that the HSE’s approved law poster is displayed in the majority of occupied Council properties, with the relevant gaps currently being addressed by Property Services.

The Terms of Reference (TOR) for the Joint Safety Committee and Health and Safety Steering Group include matters in relation to membership and duties. It is understood that whilst the TOR have been verbally approved, details of this have not been noted accordingly. **Recommendation two** addresses these findings.

The Joint Safety Committee and Health and Safety Steering Group meet on a quarterly basis, with suitable priority areas detailed on the agenda. Specific issues, actions and responsible officers are detailed within the notes, and the relevant matters are followed up accordingly. Including an action column within each relevant section of the Health and Safety Steering Group discussion points template (as per the Joint Safety Committee meeting notes) may further enhance control and improve operational efficiency.

The Council’s Health and Safety Advisor holds a professional qualification with the Institution of Occupational Safety and Health (IOSH), and as such, is required to complete at least six IOSH Continuing Professional Development (CPD) activities within a 12 month period. It is understood that due to COVID-19 restrictions, such CPD activities have included the attendance at various sector specific webinars, in addition to online reading and research in relation to relevant subject matters.

The Council's corporate and mandatory training plans and budget are administered by Human Resources (HR). It is understood that a corporate health and safety training matrix will be developed by HR in order to determine the relevant training requirements which currently exist within the Council. Following this, a training needs analysis exercise will be undertaken by the Council's Health and Safety Advisor, in order to inform the decision-making process with regards to the provision of the Council's mandatory, online and service specific health and safety training going forward. In order to provide assurance over the timely progression of this work and clear allocation of responsibility, this should be included within the project plan. **Recommendation one** addresses this finding.

Internal Audit review confirmed that a range of specialist support is available to all employees via various channels, such as Health Assured Limited (counselling services), the wellbeing portal (virtual library of wellbeing information) and the Council's specially trained mental health first aiders. Information on how to access such support is available via the Council's intranet.

Cabinet currently receive performance information in relation to the average sickness days lost per employee (target <6.9). It is recognised that the Council are currently in the process of developing a new corporate plan alongside a revised performance framework, to ensure that Key Performance Indicators (KPIs) better reflect the Council's priorities and demonstrate success.

A risk assessment procedure and supporting templates have recently been developed, and are currently being reviewed by members of the Health and Safety Steering Group, after which, they will be presented to the Strategic Management Team (SMT) for their review and approval. In addition, plans are currently underway to develop a corporate health and safety risk register in order to provide assurance that robust record-keeping arrangements will exist to capture all relevant information which currently exists within the Council's local risk registers. This work would also benefit from inclusion in the project plan given its importance for supporting effective health and safety procedures going forward. **Recommendation one** addresses this finding.

Internal Audit review of the Council's strategic risk register confirmed that whilst it is understood that contract managers are required to take due regard of health and safety when procuring contracts, as per the Council's contract procedure rules, such information is not currently detailed within the Council's contract procedure rules. As such, this matter should be followed up accordingly. **Recommendation three** addresses this finding.

The Council's incident reporting procedure had been subject to review in February 2021, in order to aid officers in fulfilling their responsibilities, and to provide assurance that the Council are compliant with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013. Internal Audit review confirmed that seven employee incidents had been reported from April 2020 to date, of these, two had been subject to RIDDOR reporting requirements, and controls had operated as intended in both cases.

The Health and Safety Steering Group are responsible for maintaining an overall assessment of the Council's health and safety risks, near misses and violence reports, with oversight from the Joint Safety Committee. Responsibilities also include the provision of anonymised feedback reports on such data to heads of service, the Strategic Management Team (SMT), and the Joint Safety Committee every four months.

As detailed, the Health and Safety Steering Group meet on a quarterly basis, with suitable priority areas detailed on the agenda – such areas include the following:

- Risks and opportunities and actions for addressing them (preventable reoccurrences detailed);
- Results on monitoring, measurements, analysis and performance evaluation (accident statistics / RIDDOR reporting);
- Nature of incidents or nonconformities and any subsequent action taken; and
- Results of any action and corrective action, including their effectiveness.

It is understood that whilst the Council's rolling, risk based health and safety audit programme is a work in progress, this has not yet been incorporated into the project plan. In addition, the performance information to be detailed within quarterly and annual reporting is yet to be agreed. **Recommendation one** addresses these findings.

Based upon these findings, the assurance rating for the design of controls to mitigate this risk is **Good Assurance**. The assurance rating for compliance with these controls is **Satisfactory Assurance**.

3. Action plan

The following action plan includes three recommendations to address the findings identified by the audit. If accepted and implemented, these should positively improve the control environment and aid the Council in effectively managing its risks.

4. Limitations to the scope of the audit

This is an assurance piece of work and an opinion is provided on the effectiveness of arrangements for managing only the risks specified in the Audit Planning Record (APR).

The Auditor's work does not provide any guarantee against material errors, loss or fraud. It does not provide absolute assurance that material error, loss or fraud does not exist.

ACTION PLAN

Rec No.	ISSUE	RECOMMENDATION	Management Comments	Priority	Officer Responsible	Due date
1.	<p>It is noted that over 50% of the Council's health and safety management system manual is either incomplete, or requires further clarification, or information, at the time of reporting. Whilst a project plan has been developed in relation to this, Internal Audit review has confirmed that the current plan is incomplete and out of date.</p> <p>In addition, the following outstanding key tasks are not currently detailed within the project plan:</p> <ul style="list-style-type: none"> • Review / update of the relevant health and safety procedures; • Training needs analysis exercise, following the development of the corporate health and safety training matrix; • Development of a corporate health and safety risk register; • Development of a rolling, risk based audit plan; and • Performance information to be detailed within quarterly and annual reports. 	<p>The project plan should be updated to provide assurance that all key tasks requiring attention are documented and monitored accordingly.</p> <p>The relevant activities detailed should be cross referenced to the Council's health and safety management system manual to ensure consistency and transparency, and the project plan should be included as a standing agenda item for Health and Safety Steering Group meetings.</p>	Agreed.	Medium ●	Health and Safety Advisor	01/09/2022

Rec No.	ISSUE	RECOMMENDATION	Management Comments	Priority	Officer Responsible	Due date
	The omission of a comprehensive project plan increases the risk that key tasks requiring attention may be overlooked, which could have a detrimental impact on the time, quality and cost of implementing the Council's corporate health and safety framework, which could lead to a failure to comply with health and safety legislation and regulatory requirements. Such risks materialising could result in compensation orders, fines (including unlimited fines), imprisonment, a failure to maximise value for money, financial loss and reputational damage to the Council.					
2.	It is understood that whilst the Terms of Reference (TOR) for the Joint Safety Committee and the Health and Safety Steering Group have been verbally approved, details of this have not been recorded.	The approval of the TOR for the Joint Safety Committee and the Health and Safety Steering Group should be recorded within the meeting notes.	Agreed.	Low ●	Health and Safety Advisor	01/12/2021
3.	The Council's contract procedure rules do not currently confirm that contract managers are required to take due regard of health and safety when procuring contracts, as detailed within the Council's strategic risk register. The omission of such information increases the risk of poor and uninformed decision-making, which could lead to a failure to comply with health and safety legislation and regulatory requirements.	This matter should be followed up accordingly to provide assurance that the relevant responsibilities are clearly communicated, and to ensure the accuracy of the controls detailed within the Council's strategic risk register.	Agreed.	Low ●	Health and Safety Advisor	01/01/2022

Rec No.	ISSUE	RECOMMENDATION	Management Comments	Priority	Officer Responsible	Due date
	Such risks materialising could result in compensation orders, fines (including unlimited fines), imprisonment, a failure to maximise value for money, financial loss and reputational damage to the Council.					

GLOSSARY

The Auditor's Opinion

The Auditor's Opinion for the assignment is based on the fieldwork carried out to evaluate the design of the controls upon which management rely and to establish the extent to which controls are being complied with. The tables below explain what the opinions mean.

Compliance Assurances		
Level	Control environment assurance	Compliance assurance
Substantial ●	There are minimal control weaknesses that present very low risk to the control environment.	The control environment has substantially operated as intended although some minor errors have been detected.
Good ●	There are minor control weaknesses that present low risk to the control environment.	The control environment has largely operated as intended although some errors have been detected.
Satisfactory ●	There are some control weaknesses that present a medium risk to the control environment.	The control environment has mainly operated as intended although errors have been detected.
Limited ●	There are significant control weaknesses that present a high risk to the control environment.	The control environment has not operated as intended. Significant errors have been detected.
No ●	There are fundamental control weaknesses that present an unacceptable level of risk to the control environment.	The control environment has fundamentally broken down and is open to significant error or abuse.

Organisational Impact	
Level	Definition
Major ●	The weaknesses identified during the review have left the Council open to significant risk. If the risk materialises it would have a major impact upon the organisation as a whole.
Moderate ●	The weaknesses identified during the review have left the Council open to medium risk. If the risk materialises it would have a moderate impact upon the organisation as a whole.
Minor ●	The weaknesses identified during the review have left the Council open to low risk. This could have a minor impact on the organisation as a whole.

Category of Recommendations

The Auditor prioritises recommendations to give management an indication of their importance and how urgent it is that they be implemented. By implementing recommendations made managers can mitigate risks to the achievement of service objectives for the area(s) covered by the assignment.

Priority	Impact & Timescale
High ●	Action is imperative to ensure that the objectives for the area under review are met.
Medium ●	Requires actions to avoid exposure to significant risks in achieving objectives for the area.
Low ●	Action recommended to enhance control or improve operational efficiency.

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