

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

Telephone 01572 722577 Email: governance@rutland.gov.uk

Meeting: CABINET

Date and Time: Tuesday, 8 March 2022 at 10.00 am

Venue: Via Zoom - <https://us06web.zoom.us/j/98344748824>

Governance support Officer to contact: Tom Delaney 01572 720993
email: governance@rutland.gov.uk

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A G E N D A

1) APOLOGIES FOR ABSENCE

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

3) DECLARATIONS OF INTEREST

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

4) RECORD OF DECISIONS

To confirm the Record of Decisions made at the meeting of the Cabinet held on 15th February 2022.
(Pages 5 - 6)

5) ITEMS RAISED BY SCRUTINY

To receive items raised by members of scrutiny which have been submitted to the Leader and Chief Executive.

6) FUTURE RUTLAND VISION

To receive Report No. 53/2022 from the Leader of the Council.
(Pages 7 - 50)

7) INTERNAL AUDIT DELEGATION

To receive Report No. 50/2022 from the Portfolio Holder for Finance, Governance and Performance, Change and Transformation.
(Pages 51 - 56)

8) DOMESTIC WASTE AND RELATED CONTRACTS - OPTIONS

To receive Report No. 51/2022 from the Portfolio Holder for Communities, Environment and Climate Change.
(Pages 57 - 74)

9) HIGHWAYS CAPITAL PROGRAMME - FIRST ALLOCATION 2022/23

To receive Report No. 52/2022 from the Portfolio Holder for Planning, Highways and Transport.
(Pages 75 - 84)

10) FUEL CARD CONTRACT PROCUREMENT AND AWARD

To receive Report No.25/2022 from the Portfolio Holder for Planning, Highways and Transport.
(Pages 85 - 92)

11) CLEANING CONTRACT - EXTENSION REQUEST AND PROCUREMENT OF NEW CONTRACT

To receive Report No. 54/2022 from the Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure .
(Pages 93 - 96)

12) RUTLAND FAMILY HUB

To receive Report No. 48/2022 from the Portfolio Holder for Education & Children Services.
(Pages 97 - 104)

13) EXCLUSION OF THE PRESS AND PUBLIC

Cabinet is recommended to determine whether the public and press be excluded from the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972, as amended, and in accordance with the Access to Information provisions of Procedure Rule 239, as the following item of business is likely to involve the disclosure of exempt information as defined in Paragraph 2 of Part 1 of Schedule 12A of the Act.

Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

14) WRITE OFF OF IRRECOVERABLE DEBTS

To receive Report No. 38/2022 from the Portfolio Holder for Finance, Governance and Performance, Change and Transformation.
(Pages 105 - 112)

15) ANY ITEMS OF URGENT BUSINESS

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

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MEMBERS OF THE CABINET: Councillor O Hemsley (Chair)
Councillor L Stephenson (Vice-Chair)
Councillor S Harvey
Councillor K Payne
Councillor I Razzell
Councillor D Wilby

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Rutland County Council

Catmose Oakham Rutland LE15 6HP
Telephone 01572 722577 Email governance@rutland.gov.uk

Minutes of the **MEETING of the CABINET** held Via Zoom on Tuesday, 15th February, 2022 at 10.00 am

PRESENT: Councillor O Hemsley (Chair) Councillor L Stephenson (Vice-Chair)
Councillor S Harvey Councillor K Payne
Councillor I Razzell Councillor D Wilby

OFFICERS Mark Andrews Chief Executive
PRESENT: Saverio Della Rocca Strategic Director for Resources
Dawn Godfrey Strategic Director for Children's Services
John Morley Strategic Director for Adult Services and Health
Penny Sharp Strategic Director for Places
Marie Rosenthal Monitoring Officer
Tom Delaney Governance Manager

1 APOLOGIES FOR ABSENCE

There were no apologies for absence.

2 ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE

Mark Andrews, Chief Executive and Head of Paid Service announced that the Statement of Persons Nominated had been recently published for the upcoming Ryhall and Catserton by-election, with Richard Foster standing as the Conservative Party candidate, and Rick Wilson standing as the Green Party candidate. The poll would be taking place between 07:00 and 22:00 on Thursday, 10 March.

3 DECLARATIONS OF INTEREST

Councillors S Harvey declared personal family interests in respect of item 7, Fees and Charges, and Item 13, Home to School Transport Contract. Councillor Harvey confirmed she had been advised by the Monitoring Officer she would be able to participate in the debate but would abstain from any votes on the items and would leave the meeting if discussion became focused on the areas of the interests.

Councillor L Stephenson also declared a personal interest in respect of item 7, Fees and Charges, as a payee of the fee set for the placing of A-boards. Councillor Stephenson confirmed she would remain in the meeting but abstain from any vote on the item.

4 RECORD OF DECISIONS

Consideration was given to the minutes of the meeting held on 18 January 2022.

RESOLVED

That the minutes of the meeting held on 18 January 2022 be **APPROVED**.

5 ITEMS RAISED BY SCRUTINY

There were no items raised by Scrutiny for consideration.

6 REVENUE AND CAPITAL BUDGET 2022/23

Report No. 09/2022 was presented by Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation. The report presented the final budget proposals for 2022/23 for recommending to Council for approval. It was highlighted that the headline proposals were unchanged following the three-week public consultation, including market stalls in Oakham and Uppingham, and consideration of the budget proposals by the Scrutiny Committees. However, it was noted that the expected funding required from reserves to balance the budget had been reduced to £6000 following technical changes.

Members thanked the Section 151 Officer, the finance team, and all those involved in the budget setting process for their work in preparation of the budget.

RESOLVED

In consultation with Cabinet Councillor Karen Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation recommended to Council that it:

- **APPROVES** the General Fund Budget for 2022/23 of £42.345m (Section 11)
- **APPROVES** an increase in Council Tax of 4.99% including 3% for the Adult Social Care precept resulting in a Band D charge of £1,917.36 (Section 10)
- **APPROVES** use of the remaining Government hardship fund to provide further council tax discounts to the most vulnerable residents (10.2.2)
- **DELEGATES** authority to the Strategic Director for Resources in consultation with the Portfolio Holder with responsibility for Finance to administer the Council Tax energy rebate scheme using new burdens funding as appropriate.
- **DELEGATES** authority to the Strategic Director for Resources and Strategic Director for Adult Services and Health to use any new burdens funding for adult social care charging reforms as required to enable the Council to meet the October 2023 target dates.
- **DELEGATES** authority for the Chief Executive or Strategic Director for Resources in consultation with the Portfolio Holder with responsibility for Finance to continue discussions with cost reduction consultants and spend up to £100k on a viable project (8.3.7).
- **APPROVES** additions/deletions to the capital programme as per 12.1.2
- **APPROVES** changes to earmarked reserves as per 9.2.3
- **NOTES** that additional revenue or capital expenditure may be incurred in 2022/23 funded through 2021/22 budget under spends to be carried forward via earmarked reserves. The use of reserves for budget carry forwards is not currently shown in the budget but will have no impact on the General Fund
- **APPROVES** the estimated surplus of £186k on the Collection Fund as at 31 March 2022 (Section 10.3) of which £159k is the Rutland share
- **NOTES** the responses to consultation (Section 15)
- **NOTES** the position on the Dedicated Schools Grant budget (Section 14)

- **DELEGATES** authority to the s151 Officer to make any necessary changes to the budget arising from the Council tax decision and/or any additional funding received.

7 FEES AND CHARGES 2022/23

Report No. 09/2022 was presented by Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation. The report set out the proposals for fees and charges for services provided by the Council for the financial year 2022/23, for recommending to Council for approval. It was highlighted that several informal queries from non-executive Members had been answered outside of the meeting.

RESOLVED

In consultation with Cabinet Councillor Karen Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation recommended Council:

- 1) To **APPROVE** the level of fees and charges for 2022/23 as set out in Appendices 1-4 except for taxi and private hire vehicle licenses.
- 2) To **APPROVE** new fees for:
 - Learning Disability Day Centre Places (para 3.5),
 - Highways Vehicle Access Permits (para 4.5), and s278 agreement minimum fee (para 4.3),
 - Parking of solo motorcycles, Blue Badge over 3 hours, permits for residents in zone A and U3A permits for visitors of residents in zones C, E & V, and permits for carers (paras 4.17 and 4.20),
 - Coach Parking at Kilburn Road (para 4.18),
 - New parking services delivery, collection and photocopying of permits/season tickets, (para 4.21)
 - Installation of Advisory Blue Badge bays on street (para 4.22),
 - S106 monitoring fees (para 4.23) and exceptional review of Community Infrastructure Levy (para 4.24),
 - Museum and Castle full day hire and exclusive hire of the Castle for ceremonies (paras 4.10 and 4.11)
 - Registrars diary amendments and bookings (para 4.13).
- 3) To **NOTE** that taxi and private hire vehicle licenses fees will be subject to change based on the outcome of forthcoming consultation through a public notice procedure and be brought back for approval following that consultation.

8 QUARTER 3 FINANCE UPDATE

Report No. 08/2022 was presented by Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation. The report update Members on performance against the 21/22 budget and on any emerging finance issues that might affect the financial position in 2021/22 and beyond. It was noted that since the mid-year update there had been no significant concerns but savings had been made in respect of demand-led budgets in adult and children's care, and in vacant positions across the Council currently unfilled. Continuing overspends were noted with regard to Commercial Properties and the Resource Directorate Management.

RESOLVED

Councillor Karen Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation and the Cabinet **NOTED** the updated financial position.

9 SUSTAINABLE WARMTH FUNDING ALLOCATION AND AWARD

Report No. 27/2022 was presented by Councillor I Razzell, Portfolio Holder for Planning, Highways and Transport. Councillor Razzell explained that since the publication of the report a further delivery option had been explored by Leicestershire districts led by Leicestershire County Council and there was an opportunity for the Council to accept the Sustainable Warmth funding via the shared Public Health service. It was requested that Cabinet support an amended recommendation to delegate the final decision regarding the Sustainable Warmth Funding Allocation from the Midlands Energy Hub to the Strategic Director for Places.

Members welcomed the report and amended proposals as a positive method to improve energy efficiency in Rutland homes.

RESOLVED

In consultation with Cabinet Councillor Ian Razzell, Portfolio Holder for Planning, Highways and Transport:

- 1) **NOTED** the resources available from the existing partnership with Peterborough City Council for housing retrofit.
- 2) **DELEGATED** the final decision regarding the Sustainable Warmth Funding Allocation from the Midlands Energy Hub for Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1, to the Strategic Director for Places, in consultation with the Portfolio Holder with responsibility for Planning, and the Section 151 Officer.

10 GROUNDS MAINTENANCE AND FORESTRY PROCUREMENT

Report No. was presented by Councillor L Stephenson, Portfolio Holder for Communities, Environment and Climate Change. The report sought approval to the establishment of the required project structures to allow the undertaking of the re-procurement of grounds maintenance and forestry services and to progress with the re-procurement exercise. It was highlighted that the intention was where possible the Council would secure the best possible value for money when procuring a new contract but this would often be subject to external factors.

In consultation with Cabinet, Councillor Lucy Stephenson: Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change:

- 1) **APPROVED** the re-procurement of a combined grounds maintenance and forestry contract as detailed in the Pre-Procurement Business Case attached at Appendix A and in accordance with the service-led governance arrangements detailed in the report.

- 2) **NOTED** that the Council has exercised a contractual option to extend the existing Grounds Maintenance contract to now expire on the 31st December 2023.
- 3) **NOTED** that the Council has exercised a contractual option to extend the existing Forestry contract to now expire on 31st December 2023.

11 PRIORITISED PROGRAMME FOR SPENDING OF COMMUTED SUMS FOR AFFORDABLE HOUSING

Report No. 26/2022 was presented by Councillor I Razzell, Portfolio Holder for Planning, Highways and Transport. The report proposed a fresh bidding round for remaining resources in the Rutland Affordable Housing Fund and a process for future bidding rounds.

RESOLVED

In consultation with Cabinet Councillor Ian Razzell, Portfolio Holder for Planning, Highways and Transport:

- 1) **APPROVED** the priorities listed in section 3 of this report noting of the likely level of resources available for allocation through the bidding rounds.
- 2) **AUTHORISED** the Strategic Director of Places to establish a bidding process for grant applications setting out in a separate document for bidders the priorities in section 3, other lower priority bids that may be accepted and the details of the scoring matrix to be used by the Council.
- 3) **AUTHORISED** the Strategic Director of Places to determine grant applications in accordance with the bidding process.

12 EXCLUSION OF THE PRESS AND PUBLIC

It was moved by the Chair that the meeting remain in a public session as it was felt Cabinet would be able to consider the following items without divulging the contents of the confidential appendices to the reports. This was seconded and upon being put to the vote the motion was unanimously carried.

RESOLVED

That the meeting continue in a public session without exclusion of the press or public.

13 HOME TO SCHOOL TRANSPORT CONTRACT AWARD

Report No. 19/2022 was presented by Councillor I Razzell, Portfolio Holder for Planning, Highways and Transport. The report set out the process and proposed award criteria for the procurement of home to school transport contracts, along with recommendations for approval and delegation of final award.

RESOLVED

In consultation with Cabinet Councillor Ian Razzell, Portfolio Holder for Planning, Highways and Transport:

- 1) **APPROVED** the procurement model (section 4) and criteria for the award of home to school transport (Appendix B) contracts for academic year 22/23.
- 2) **DELEGATED** authority to the Strategic Director for Places in consultation with the Portfolio Holder for Planning, Highways & Transport to award the contracts resulting from this procurement.

14 **BUS SERVICE IMPROVEMENT PLAN AND ENHANCED PARTNERSHIP**

Report No. 36/2022 was presented by Councillor I Razzell, Portfolio Holder for Planning, Highways and Transport. The report recommended the approval of the draft Rutland Enhanced Partnership Plan and Scheme, produced in line with Government requirements. The report also highlighted the implications associated with the Enhanced Partnership Plan and Scheme, sought approval to formally 'make' the EP Plan and EP Scheme and their submission to the Department for Transport (DfT).

During discussion officers in the Transport team were thanked for their work on the preparation of the detailed BSIP and EP given the difficult and changing deadlines and subsequent available funding allocations set by central government, and the need to continue lobbying for a fairer and simpler bidding process was agreed. The commitment to operate within the funding set by central government was also welcomed and Members highlighted the importance of setting bus routes that were viable and most likely to be used.

RESOLVED

In consultation with Cabinet Councillor Ian Razzell, Portfolio Holder for Planning, Highways and Transport:

- 1) **APPROVED** the draft Rutland Enhanced Partnership (EP) Plan and Enhanced Partnership (EP) for submission to Council for approval.
- 2) **DELEGATES** authority to the Strategic Director for Places, in consultation with the Portfolio Holder for Planning, Highways and Transport to approve any amendments to the EP Plan and EP Scheme prior to Council and recommends Council to undertake the same delegation.
- 3) **NOTED** that the Enhanced Partnership Plan and Enhanced Partnership Scheme once 'made' will be legally binding.
- 4) **NOTED** that the Enhanced Partnership Plan and Enhanced Partnership Scheme are subject to statutory consultation prior to being 'made'.

15 **ANY ITEMS OF URGENT BUSINESS**

There were no items of urgent business for consideration.

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The Chairman declared the meeting closed at 10.38 am.

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CABINET

8th March 2022

FUTURE RUTLAND VISION

Report of the Leader of the Council

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/280122	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Oliver Hemsley Leader and Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure.	
Contact Officer(s):	Mark Andrews, Chief Executive	01572 758339 mandrews@rutland.gov.uk
	Mat Waik, Strategic Communications Advisor	01572 758328 mwaik@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the outputs of the final consultation exercise and the subsequent amendments made to the draft Future Rutland Vision.
2. Notes the final Future Rutland Vision.
3. Recommends that Council endorses the Future Rutland Vision as a shared vision for the County as shaped by the community.
4. Recommends that Council adopts the Future Rutland Vision as a key document which underpins the Corporate Plan and future Council strategies and approaches.

1 PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with a final Future Rutland Vision (FRV) following the latest consultation exercise.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 In January 2021 Council approved the implementation of the Future Rutland

conversation designed to engage residents and businesses in the development of a shared vision for the County which would span the next 20-30 years.

- 2.2 The shared vision aims to provide a clear statement of intent that unites communities, businesses, and public bodies around a set of common goals and aspirations which can help to shape Rutland's long-term future. The vision would also inform future Council strategies and approaches.

3 FUTURE RUTLAND VISION (FRV)

- 3.1 The Future Rutland Conversation involved an extensive engagement exercise which included three stages of engagement with the community and businesses, running from April to November 2021. Across the engagement process we heard directly from over 2000 residents and received over 5000 responses from the community. Analysis of feedback has been undertaken independently to ensure that the final vision remains independent and reflects the feedback of all stakeholders.

3.2 The process

- 3.2.1 Stage one involved undertaking 15 themed surveys on subjects like transport, the environment, health and leisure. The main overarching survey asked people to share what they value most about life in the county now, and what they want from the future. The surveys ran alongside focussed workshops where people were encouraged to engage in detailed discussion.
- 3.2.2 Stage two involved asking the community to review and provide further comment on the summary reports which developed through stage one. This resulted in the development of a draft FRV.
- 3.2.3 The third and final stage involved asking the community and businesses to read the draft Vision and share further feedback to help shape the final version.
- 3.2.4 Full details of this process, including the responses and subsequent changes to the FRV, can be found in Appendix A.

3.3 Final Future Rutland Vision

- 3.3.1 Following the engagement process amendments have been made to the FRV to address the latest feedback received, which are outlined in pages 18-27 within Appendix A. Overall, the main vision statement and the four underlying themes within the FRV document remain the same.
- 3.3.2 Appendix B is the final FRV document which has been developed following the completion of the engagement process.

3.4 Achieving the vision

- 3.4.1 Feedback during the engagement process highlighted that residents were keen to understand more about how the FRV would be delivered and monitored.
- 3.4.2 Rutland, as a unitary Council, recognises it is in a unique position to support the delivery of the vision through the shaping of local policies and collaboration through a network of partnership arrangements.

3.4.3 The first step, as per the original intention, is to utilise the FRV to develop a new Corporate Plan for 2022-2027. The Corporate Plan will set out how the Council will contribute to the aspirations contained within the FRV, which will be outlined through a series of commitments against each of the four themes. Consultation on the new Corporate Plan will begin in spring and will be presented to Full Council in July.

3.4.4 The Council will also use its leadership role to foster joint working and close collaboration between local communities, organisations, and professionals, to share responsibility for the Vision.

3.4.5 Whilst endorsement of the FRV vision means the Council will work towards achieving it, there may be times when other factors, some outside of the Council's control, may impinge on its ability to do so. This could include financial constraints, Government legislation, policy and guidance and the local political context.

3.5 Next Steps - Launch

3.5.1 Once the FRV has been endorsed a public launch event will take place which is provisionally scheduled for June.

4 CONSULTATION

4.1 The FRV is a shared document which has been coproduced with the community through an extensive engagement and consultation exercise.

5 ALTERNATIVE OPTIONS

5.1 The Council can choose not to adopt FRV as a shared vision, however this will mean the Council, partner agencies and the wider community will not realise the benefits of a shared framework which will help to ensure that every plan and big decision that's made in the County, brings about positive change.

6 FINANCIAL IMPLICATIONS

6.1 There are no financial implications arising from this report, however the Council will be making financial commitments through policy and strategy guided by the FRV, including a revised Corporate Plan, the commitments of which must be within the financial means of the Council.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 There are not considered to be any legal or governance issues associated with this report.

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 within this report.

9 EQUALITY IMPACT ASSESSMENT

9.1 An Equality Impact Assessment (EqIA) has not been completed because no service, policy or organisational changes are being proposed. The Future Rutland Vision will

act as a guide to future service delivery.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no community safety implications arising from this report. However, policy and strategies guided by the FRV, including a revised Corporate Plan, will contribute to maintaining Rutland as one of the safest places to live.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 There are no direct health and wellbeing implications arising from this report. However, policy and strategies guided by the FRV, including a revised Corporate Plan, will include commitments to support the health and wellbeing of residents.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The Future Rutland conversation provided an opportunity to engage residents on a large scale to develop a truly shared vision for the County.
- 12.2 The engagement exercise achieved a significant degree of resident involvement and the final FRV is a coproduced document reflecting the aspirations of the County.
- 12.3 The FRV provides a clear framework for the Council, public bodies, businesses, and the community to work towards, helping to ensure key plans and decisions that are made in the County contribute positively towards the vision.
- 12.4 Therefore, for the above reasons, it is recommended that Members approve the recommendations as outlined.

13 BACKGROUND PAPERS

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

14 APPENDICES

- 14.1 Appendix A – Future Rutland Conversation Summary February 2022
- 14.2 Appendix B – A Shared Vision for Rutland Final

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

The Future Rutland Conversation

Narrative summary report:
The Draft Future Rutland Vision

February 2022

A summary report outlining the key findings identified following public consultation on the Draft Future Rutland Vision

Contents



1. Introduction	page 3
2. Overview of Future Rutland engagement	page 4
3. Method statement	page 5
4. Who took part?	page 6
5. Comments and feedback	page 9
○ The environment	page 10
○ Health and well-being	page 11
○ Housing and infrastructure	page 12
○ Diversity and inclusion	page 13
○ Culture and heritage	page 14
○ Employment and the economy	page 15
○ Achieving the Vision	page 16
○ Prioritising goals	page 17
6. Changes to the Vision	page 18
○ Introduction	page 18
○ A special place	page 20
○ Sustainable lives	page 22
○ Healthy and well	page 24
○ A county for everyone	page 26
○ Beyond the Vision	page 27
7. Closing statement	page 28

We asked and this is what you told us.

1. Introduction

The Future Rutland Conversation is an in-depth discussion with everyone who lives and works in Rutland, to understand what's most important to them. The aim of Future Rutland is to take this knowledge and use it to develop a new 'shared vision' for the county – a clear statement of intent that unites communities, businesses, and public bodies around a set of common goals and aspirations which can help to shape Rutland's long-term future.

Over the course of this year-long project, the Future Rutland Conversation has heard from more than 2,000 people of all ages and from every part of the county. Multiple rounds of public engagement have taken place since Future Rutland first began in April 2021. This has eventually led to the publication of a Draft Vision that describes a Rutland of the future based on the things which local people themselves say *really* matter.

Consultation on the Draft Future Rutland Vision took place throughout November 2021, when adults, young people, businesses, and visitors were asked to read the Vision and provide further feedback. They were asked if the county that's described in the Vision is a place where they would want to live and, importantly, whether they thought anything was missing.

The following report summarises the feedback received as part of the final round of public consultation on the Draft Future Rutland Vision. The report also indicates where changes have been made to the Vision, based on these responses. A clear explanation is provided in instances where feedback has not resulted in a change to the Vision.

All the original data and information that has been used to inform the development of this summary report can be read in full online at: future.rutland.gov.uk.



2. Overview of Future Rutland engagement

Stage #1 – April to June 2021

The Future Rutland Conversation begins. A total of 15 themed surveys are launched covering subjects like transport, the environment, health and leisure. Future Rutland's main overarching survey asks people to share what they value most about life in the county now, and what they want from the future.

Results of this stage:

- 2,020 participants, including 465 young people
- 4,500 responses across all 15 Future Rutland surveys
- 250 people on live Zoom discussion events
- 7,300 unique visits to the Future Rutland website

Stage #2 – July 2021

A series of reports are published summarising all the comments, feedback and survey responses gathered during Stage #1 of the Future Rutland Conversation. People are asked to review these summary reports, provide further comment, and say whether they feel anything has been missed.

Results of this stage

- 2,700 unique visits to the Future Rutland website
- 1,200 report downloads
- 100 survey responses providing additional comments and feedback

Stage #3 – November 2021

A Draft Future Rutland Vision is developed using all the feedback gathered throughout Stages #1 and #2 of the Conversation. Adults, young people, businesses and visitors are asked to read the Draft Vision and share further feedback to help shape the final version.

Results of this stage

- 3,600 unique visits to the Future Rutland website
- 2,100 downloads of the Draft Future Rutland Vision
- 516 survey responses providing additional comments and feedback

3. Method statement

Consultation on the Draft Future Rutland Vision ran for a period of four weeks, throughout November 2021. During this time, adults, young people, businesses, and visitors were asked to read the Vision and provide feedback via a short online survey consisting of both open and closed questions. As with each previous round of the Future Rutland Conversation, anyone without internet access was encouraged to call Rutland County Council. They were then given the option to receive a paper copy of the survey questionnaire or a consultation over the phone. A letter was sent to every household in Rutland prior to the start of the consultation to share details of these engagement methods and make sure every Rutland resident had the opportunity to take part.

The survey that took place around the Draft Future Rutland Vision was supported by five online discussion events held using video conferencing technology. Each of these five Zoom sessions lasted for 90 minutes and was facilitated by a member of the Council's Communications Team. Feedback on the Draft Vision was also gathered in the form of written submissions from Parish Councils, individual residents and local groups. Targeted engagement around the Draft Vision also took place with children and young people – through school council representatives, the Rutland Youth Council, young carers groups and the Rutland Disabled Youth Forum.

The Draft Vision consultation was promoted via an extensive communications and marketing campaign, which took place online (social media, website, and email) and through traditional media outlets, such as newspapers and radio stations. Information was also disseminated through Parish Councils, local schools, and business leaders such as the Federation of Small Businesses (FSB) and Local Enterprise Partnership (LEP), as well as partners like Discover Rutland and Active Rutland.

All the raw data and information gathered during the Draft Vision consultation was analysed and evaluated by the Councils Communications Team. This included more than 25,000 words of written feedback. Analysis took place over a two-month period, during which time changes were also made to the Draft Vision. These changes were carried out where similar comments or observations were made repeatedly by a significant number of respondents and helped to identify key points that were either missing or underrepresented in the Vision.

4. Who took part?



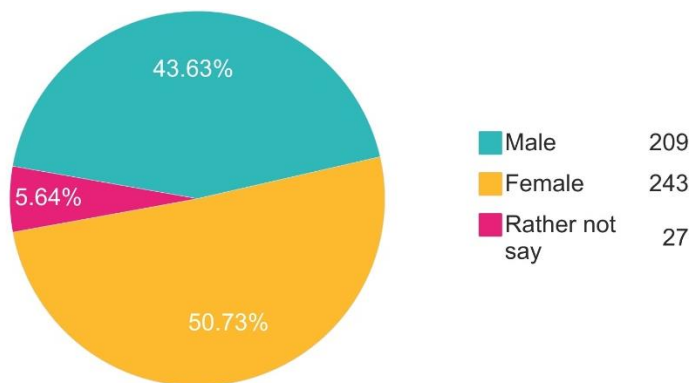
516 responses

A total of 516 adults and young people submitted responses to Future Rutland's 'Draft Vision' survey during November 2021.

Gender profile

Of those who responded to the 'Draft Vision' survey and chose to share personal information, just over half were female (50.7%), while 43.6% were male.

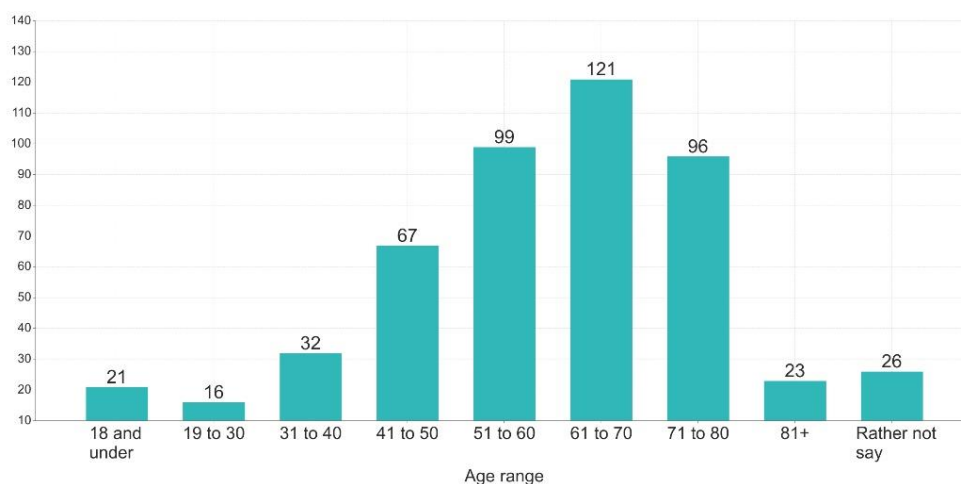
Figure 1 – Gender profile of 'Draft Vision' respondents



Age range

The largest number of responses to the 'Draft Vision' survey came from the 61-70 age group. More than two thirds (65.7%) were aged 51 and over. A small proportion of responses came from people aged under 30. However, in addition to the Draft Vision survey, targeted consultation was carried out with young people in the form of direct engagement with schools (particularly Uppingham Community College) and the Rutland Disabled Youth Forum. This took the form of two dedicated events (one online and one in-person) where young people were asked about the vision and gave feedback on behalf of peers.

Figure 2 – Age range

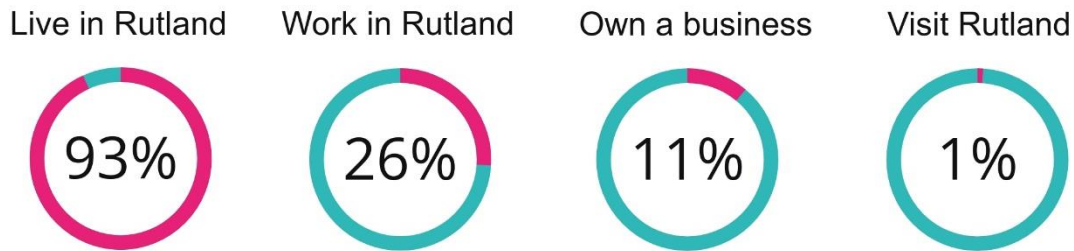


Connection to Rutland

Respondents were also asked to give an indication of their connection to Rutland. Almost all respondents to the 'Draft Vision' survey (93%) lived in Rutland, while 26% worked in the

county. Business owners accounted for 11% of respondents. A very small percentage of respondents identified themselves as past visitors to the county.

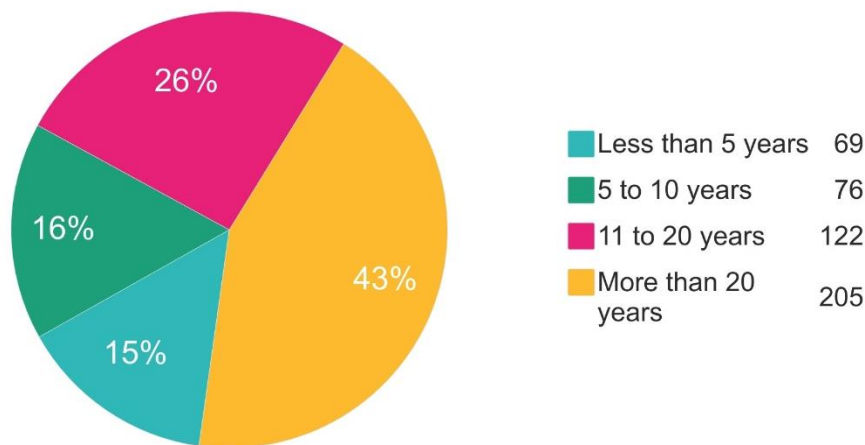
Figure 3 – Connection to Rutland



Residency

Of the respondents who took part in the ‘Draft Vision’ survey and identified themselves as Rutland residents, 43% have lived in the county for more than 20 years. Just 15% of respondents have lived in the county for less than five years.

Figure 4 – Length of residency



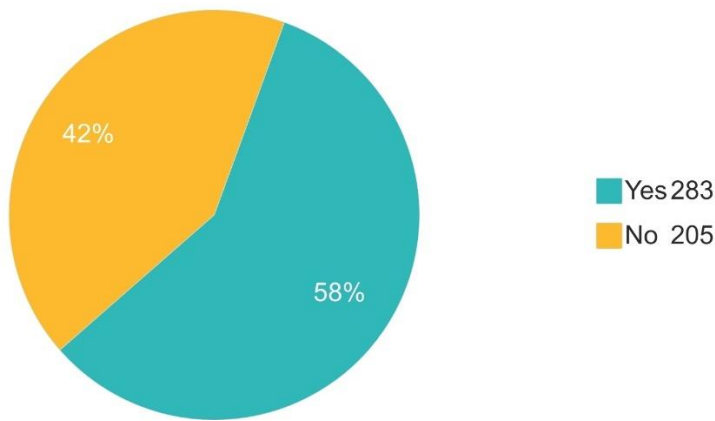
In terms of geographical location, the areas of Rutland that contributed the largest number of responses were:

- Oakham (34%)
- Uppingham (10%)
- Barleythorpe (7%)
- Langham (5%)
- Ketton (4%)
- Edith Weston (3%)
- North Luffenham (3%)
- Whissendine (3%)

Previous involvement

Of those who responded to the ‘Draft Vision’ consultation, just under half (42%) indicated that they had not taken part in any previous round of the Future Rutland Conversation.

Figure 5 – Did you take part in the Future Rutland Conversation earlier this year?



The Vision itself

Respondents were asked whether the county of the future that is described in the Draft Vision is the kind of place where they would want to live. This was presented as a sliding scale question with the option to give a score from 1 to 10 (with 1 being ‘not at all’ and 10 being ‘very much’).

Out of the 503 people who gave a response to this question 439 (87%) said that the Vision did describe a place where they would want to live and gave a value of 7 or higher. More than a third of respondents (37%) gave the maximum value of 10.

Figure 6 –The Draft Vision describes the kind of place that local people have said they want Rutland to be in the future. Is this the kind of place where you would like to live? (1 = no, not at all, 10 = yes, very much)



5. Comments and feedback

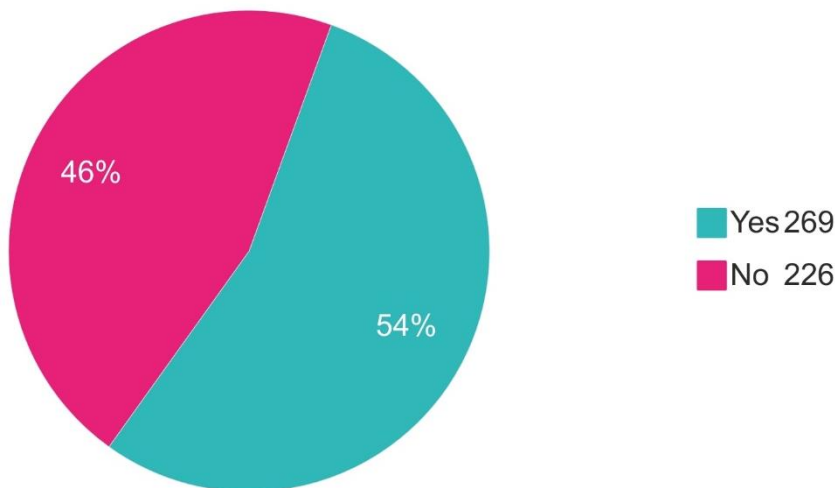
Consultation around Future Rutland’s Draft Vision asked people whether they felt anything was missing from the Vision document. Just over half of respondents to this question (54%) said ‘yes’ and were encouraged to provide further written feedback that gave a reason for their answer. Analysis of this written feedback found that most comments related to one of the following key issues or subject areas:

- The environment
- Health and well-being
- Housing and infrastructure
- Diversity and inclusion
- Culture and heritage
- Employment and the economy
- Achieving the Vision
- Prioritising goals

In the following report section, people’s comments and feedback have been summarised as a series of short statements, which are accompanied by direct quotes from those who completed the ‘Draft Vision’ survey.

In many instances, comments did not highlight something that was missing from the Draft Future Rutland Vision but were instead made to reinforce an existing point or highlight an area where respondents felt further emphasis or elaboration was needed.


Figure 7 – Is there anything that you think is missing from the Vision which should be included?



The environment

Summary statement










People are deeply concerned about environmental protection and the immediate impact that climate change is having on our planet – not just our county. A number of respondents felt that the Draft Vision does not go far enough in addressing the climate crisis. A greater sense of urgency and firmer commitments around carbon reduction were cited as possible improvements to the Vision. Some respondents also called for the Vision to put more emphasis on the importance of biodiversity and the protection of wildlife. While the Vision already talks about communities and organisations embracing their environmental responsibilities, multiple respondents felt that this should include a specific reference to businesses and the importance of developing circular economies. Multiple respondents also highlighted the role that farming and agriculture play in food production and conservation.

-  *“Carbon neutrality is mentioned in the Vision but the importance of this deserves more than just a mention, even in this document.”*
-  *“More on the transition to net zero is needed. Such a huge challenge that was hardly mentioned.”*
-  *“More emphasis on biodiversity, sustaining and helping to enhance our current nature reserves - Rutland needs to be more than just a pretty rural view.”*
-  *“The draft sounds all ok but it really seems to miss any reference to the emergency we face relating to disappearance of our wildlife.”*
-  *“No reference to the importance of changing unsustainable agricultural, planning, development and environmental practices that, due to climate change, are urgently needed.”*
-  *“By traditional standards, the paragraphs on sustainability, nature and bio-diversity may seem strong. They are nowhere near ambitious enough to meet the challenges that science confirms are coming our way.”*
-  *“Rutland could be looking to understand, enhance and reconnect the natural infrastructure that we need to make ourselves more resilient to climate change, so that the natural world that we rely on has more capacity to cope with rising temperature and greater extremes in weather.”*
-  *“The importance of Farming and food production within the conservation envelope.”*
-  *“The environmental sections don't go nearly far enough. They're all about individual responsibility - nothing about addressing industrial and agricultural pollution.”*
-  *“I recommend including the term / concept of ‘circular economies’ in the section about consumption and waste - ensuring that ‘waste’ products and outputs from industry are captured and reused in creative ways.”*

Health and wellbeing

Summary statement












The overwhelming majority of health-related comments made in response to the Draft Vision repeated earlier calls for better or easier access to primary care services – particularly in Oakham. As with previous stages of the Future Rutland Conversation, respondents want to be assured that local health services can meet both current and future demand. The importance of access to emergency health services and in-county services was also reiterated. It was felt that the Vision could be enhanced with stronger wording about health provision. Specific comments were also made about the importance of addiction and mental health support, and the role that education at an early age can play in keeping people healthy and well throughout their lives.

-  *“The health provision needs to be strengthened and provide better definition. The county needs more and better primary care resources. An Urgent Care Centre. Outpatient facilities for the 21st Century. Community beds for recovery and respite.”*
-  *“More provision for GP surgeries, especially in Oakham. There was not enough coverage for the population of the town even before the pandemic, and things have got a lot worse.”*
-  *“Health and wellbeing services need to grow proportionally with the population growth.”*
-  *“Attention absolutely needs to be made to the level of Health service available. Doctor's surgeries are overwhelmed.”*
-  *“Easier and quicker access to Emergency health services should be a priority.”*
-  *“Healthcare needs to be supported. It is already hard to get doctors' appointment but with more people to support, this task becomes even harder. Increasing the services available at the local hospital in Oakham would help reduce the number of people needing to travel greater distances for health care.”*
-  *“I recommend that, in the section on mental health, there is mention of education which supports people's wellness and holistic development E.g. schools and colleges provide learning and learning environments which support children's understanding of their own wellbeing, which they can then carry into their adult lives.”*
-  *“A vastly improved health provision and a sports centre with swimming pool and other teenager facilities.”*
-  *“Supporting those with addictions and mental health problems.”*

Housing and infrastructure

Summary statement










Consultation on the Draft Vision generated a number of comments about development in Rutland – particularly in relation to housing and infrastructure. Many respondents want to be assured that the needs of current and future residents will be met by sufficient infrastructure, including health provision, roads, cycleways, leisure services, and fibre broadband technology. There is also a strong view that development must be properly balanced with sustainability and environmental protection. Specific comments were made about the importance of having a healthy housing mix in Rutland, including starter homes, bungalows, affordable housing for young people, access to rented accommodation and homes for working-age families. It was felt that the Future Rutland Vision could be enhanced with a clearer statement or statements about housing and infrastructure aims.

-  *“Future building should involve a housing mix – starter homes, bungalows for the disabled or frail.”*
-  *“Ensuring that better-than-adequate roads and other infrastructure are prioritised in future development plans.”*
-  *“Plans for new infrastructure such as doctors and schooling.”*
-  *“The important need for safe cycle routes. Wider, clear pathways for mobility scooters.”*
-  *“With building dwellings, there should be proper building of health, education and leisure facilities.”*
-  *“Definitely more access to Council housing and rented property for all.”*
-  *“Superfast fibre optic internet for everyone. I can only have landline internet not even fibre optic at lowest speed.”*
-  *“Housing for young people unable to buy their own property.”*
-  *“Affordable housing will need to be a priority but also a recognition that we need homes and education linked to aspiring high-tech professionals and their families.”*
-  *“Development within the County to be properly balanced with the expectations for sustainability and biodiversity protection.”*
-  *“I realise it is an aspirational document but there is little reference to supporting infrastructure aims – transport, housing, health and care services – and what is hoped for here?”*

Diversity and inclusion

Summary statement








A number of respondents to the Draft Vision consultation wanted to see a greater emphasis placed on promoting diversity and celebrating our multicultural society. While the Vision already talks about the importance of creating a county for everyone, some respondents felt there should be a more specific reference to the inclusion of elderly people and those with disabilities, as well as other groups who are often perceived to be vulnerable. The importance of supporting communication between different groups and communities was also highlighted. So too was the need to ensure young people continue to be involved in shaping and delivering the Vision, as they are integral to both the county's present and future.

-  *"Focus on creating a diverse, multicultural community attractive and welcoming to all, regardless of race, creed or colour."*
-  *"I think there should be some reference to vulnerable people e.g. asylum seekers who may come to the county, and referred to in an inclusivity section."*
-  *"A diverse community."*
-  *"Rutland is currently only an inclusive place to live if you're white and well off. I don't see how the Council is planning to address this."*
-  *"A mention of valuing diverse people."*
-  *"It is very vague about inclusion of elderly and disabled people. I believe they should have had a specific mention."*
-  *"Respondents seem to be heavily linked to older people, of which I am one. We need a more inclusive plan which involves younger people too or they will feel they have been excluded."*
-  *"Addressing the needs of the young (employment, training, opportunity)."*
-  *"To communicate with everyone and to encourage an inclusive community and continuing innovation."*

Culture and heritage

Summary statement






The Draft Future Rutland Vision makes several clear references to the importance of culture, the arts, and our local heritage. However, a number of respondents felt that this does not go far enough, and that more emphasis is needed on cultural life – both for the benefit of local residents and the county’s visitor economy. Multiple respondents also commented on what they see as the need for greater protection and recognition of Rutland’s built heritage, as well as tools that could help people of all ages to learn more about and enjoy our historic environment.

-  *“Heritage and listed buildings need to be recognised, the history is special and needs recognition.”*
-  *“Protection of built heritage and natural environment by sustained monitoring and preservation. Education of the public about these ideas.”*
-  *“More emphasis on cultural activities - theatre / concerts etc. Both for locals and for attracting visitors.”*
-  *“More emphasis on cultural life.”*
-  *“Cultural activities and venues are missing from Rutland, and there is no mention of this in the Vision.”*
-  *“More focus on arts and culture.”*
-  *“This is to share views around the need for a ‘Local Heritage List’ for Rutland... The objective of compiling a Local Heritage List is to better recognise, appreciate and celebrate our historic environment and heritage assets for the benefit, enjoyment and education of all generations.”*

Employment and the economy

Summary statement









A number of respondents to the Draft Vision consultation felt that the document could be improved with greater clarity around the subject of economic development. While several of these responses agreed that the Vision should be a high-level document, it was felt that clearer wording about sustaining and growing appropriate employment would be a positive addition. Other respondents felt that more emphasis could be placed on innovation and creativity as a means of attracting businesses and investment into Rutland. The importance of high skilled/high pay jobs (particularly for young people) was also mentioned. Specific feedback from the Discover Rutland Tourism Committee drew attention to Rutland's visitor economy and ambitions to grow the sector by encouraging more overnight stays.

-  *"The statements describing plans to grow Rutland's economy are far too vague and open-ended to be meaningful. They require further qualification."*
-  *"There is no mention of employment beyond 'independent businesses and entrepreneurs' and (necessarily unspecified) plans to 'grow Rutland's economy'. Although this is a vision document, not a strategy, it needs more specific reference to sustaining and growing appropriate employment to encourage those who grow up here to stay here and providing opportunities to develop sustainable business."*
-  *"Innovation, creativity and excellence [are] not sufficiently recognised as a net attractor of the county."*
-  *"The vision aims for Rutland to be recognised as 'a great day out', however Discover Rutland's vision is to encourage people to stay longer, as the secondary spend would increase and the area is already busy with day-trippers."*
-  *"The balance between creating business and higher paid skilled jobs within the county that allow younger people to remain and work in the county is not being addressed thoroughly enough."*

Achieving the vision

Summary statement






A number of those who took time to comment on the Draft Future Rutland Vision were keen to understand more about how it will be delivered, once finalised. Some wanted greater clarity as to the process or processes by which the Vision will be implemented. Others wanted to see more detailed or measurable targets listed in the Vision, as opposed to the high-level goals and aspirations that have been identified in conversation with the community. Some respondents wanted to know how organisations, businesses and, particularly Rutland County Council would take the Vision forward. It was generally felt that more specific information about the first steps towards achieving the Future Rutland Vision would help to strengthen the document.

-  *"It is an excellent summary of what the future of the county should look like. The next item on the 'agenda' is to have the views approved and then to establish how and when to begin the process."*
-  *"A clearer exposition of the 'processes' that will help inform the implementation of the Vision and how people might engage with these processes to influence and help deliver its outcomes."*
-  *"A clearer view on ownership of the vision to avoid it becoming a council project.
The need to establish clear performance indicators starting with a baseline where we are now."*
-  *"It would be useful to understand how the management of change is to be effected to ensure the practices and policies of the County Council align with those of the vision."*
-  *"There is fairly comprehensive coverage of what residents, etc. have said they would like, perhaps much as would the residents of any other, similar rural community, but surely there are opportunities not just to keep Rutland special, but to make it even more so, through innovation, coherent plans and policies, and, perhaps most important of all, strong leadership both from the Council and from relevant businesses and voluntary organisations."*
-  *"I would suggest that the role of the County Council should be better / more fully described as an enabler and a vehicle through which leadership would be delivered."*
-  *"There should be more detail of the aspirations and long-term goals, to include appropriate reference to the inevitable changes in the context in which the county must operate and which are out of the control or influence of the authorities in the county."*
-  *"Perhaps the final section could be more specific about the first steps toward an actual action plan to achieve the vision."*

Prioritising goals

Summary statement

The Draft Vision consultation drew constructive feedback from people who recognised that the document contains a number of overlapping areas and naturally competing goals. Some respondents felt that several of the aspirations contained within the Vision were incompatible, and that the document could be strengthened by explaining how this might be addressed or resolved going forward. It was recognised that more detailed policies and plans linked to specific aspects of the Vision would be key. It was also suggested that providing clarity around this particular issue early on in the Vision document would be beneficial.

-  *“Some of the statements can be contradictory. For example, being so welcoming to all types of businesses/ industry may not always sit comfortably with preserving Rutland heritage.”*
-  *“There was no sense of priority in the vision. I think green matters and health provision are the top priorities.”*
-  *“The first draft of the Vision Statement contains a number of necessarily competing aspirations, several of which are mutually incompatible with each other. These aspirations therefore need to be qualified to explain how the competing aspirations are to be reconciled in order to lead on to meaningful strategic objectives.”*
-  *“I accept that this is a draft vision, but it is one containing conflicting aspirations with elements that are mutually exclusive. For the vision to be of any practical value, it has to be realistically deliverable otherwise it is mere platitudes.”*
-  *“It has to be acknowledged that this Vision incorporates social, environmental and economic aspirations, which on occasion could be mutually incompatible with one another. As more detailed policies, programmes and plans, that will help to realise this Vision, are developed and adopted, these conflicts are likely to become even more sharply focused. The importance of setting this out right at the front of the Vision, is so that stakeholders understand that as these more detailed programmes are framed and developed they should be tested against the whole Vision, to ensure that appropriate weight and balance is given across all its component elements. A properly rounded long-term Vision, which this clearly is, will have to embrace these incompatibilities from time to time.”*

6. Changes to the Vision

Introduction

Having listened to feedback, the 'Introduction' section of the Final Future Rutland Vision has been updated to include specific references to combating climate change and celebrating diversity within our communities, as these were felt to be two important points that should be referenced at the outset. This section has also been updated in response to feedback that suggested more should be done to acknowledge the issue of 'competing goals' within the Vision, as well as providing an indication of how this would be addressed or resolved going forward.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_01	2	Achieving the Vision	Recognising that Rutland has something unique which needs to be preserved and enhanced, the Future Rutland Conversation asked local people what really matters to them.	Recognising that Rutland has something unique which needs to be preserved, enhanced and built upon, the Future Rutland Conversation asked local people what really matters to them.
FRV_02	2	Environment	Sustainable lives: Empowering people to live sustainable lives through the power of choice and the removal of barriers and obstacles.	Sustainable lives: Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.
FRV_04	2	Diversity and inclusion	A county for everyone: Ensuring everyone – whatever their circumstances – has the opportunity to live well, be heard and overcome any challenges they may face.	A county for everyone: Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_04	2	Prioritising goals	This Vision is not meant to be a detailed plan. It sets out big, long-term goals for Rutland, based on the things local people have said really matter to them. As a county, we need to keep talking and working together to decide how best to achieve these goals.	This Vision is not meant to be a detailed plan. It sets out big, long-term goals for Rutland, based on the things that local people have said really matter. More detailed plans and policies will stem from the Vision and serve as the catalyst for change. They will also help to strike the right balance wherever goals appear to be incompatible with one another. As a county, we will need to keep working together to agree our priorities, develop these plans of action, and continually test them against the Vision to make sure they achieve the outcomes we want.
FRV_05	2	Achieving the Vision	If the Vision is to be made real, it will take a big collective effort. Rutland County Council has organised the Future Rutland Conversation, but it cannot achieve all the goals in the Vision alone. Other organisations and local communities also have a huge role to play.	Rutland County Council started the Future Rutland Conversation but cannot achieve all these goals alone. Other organisations and local communities also have a huge role to play. Further details about this process and an indication of the first steps towards achieving the Future Rutland Vision are set out on page 11.

Further Commentary

A number of people who responded to the Draft Vision consultation felt that the document did not contain enough detail and wanted it to include specific, measurable targets for each area. The Vision is meant to be a high-level document. It is designed to act as a starting point for future work/policies/detailed plans that will help to achieve the shared goals which have been developed with individuals and communities throughout the Future Rutland Conversation. As a result, the Final Vision has not been updated to include lots of specific targets.

A special place

The ‘Special Place’ section of the Final Future Rutland Vision has been updated to include stronger wording around the importance of recognising and celebrating the county’s heritage and natural environment. Feedback on the Draft Vision has also led to revised wording around economic development and employment. Specifically, the Final Vision provides further qualification around high-level plans to grow Rutland’s local economy, while also acknowledging the need for businesses to support the county’s wider environmental aspirations (detailed on pages 5 and 6 of the Vision). Wording about the housing needs of current and future generations has been updated to acknowledge the importance of different housing tenures.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_06	3	Culture and heritage	Rutland will be a place where the natural environment and heritage are cherished and enhanced.	Rutland will be a county where heritage and the natural world are cherished and enhanced. A place that actively recognises, appreciates and celebrates its historic environment for the benefit and enjoyment of all generations.
FRV_07	3	Employment and the economy	Rutland will also build on its reputation as somewhere for a great day out by becoming a key destination in the East Midlands for leisure, sport and cultural activities.	Rutland will also build on its existing reputation as somewhere for a great day out by becoming a key destination in the East Midlands for leisure, sport and cultural activities – a place where individuals and families can visit, stay and enjoy themselves.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_08	4	Employment and the economy	Plans to grow Rutland’s economy will build on the county’s strengths, promote collaboration and encourage greater investment. By doing this, Rutland will further enhance its status as a place where businesses of all shapes and sizes, in every sector, can start, grow and succeed.	Plans to grow Rutland’s local economy will build on its existing strengths – its wide and varied network of small businesses; its traditional rural industries; and leading companies that value work-life balance and digital connectivity. Rutland will celebrate innovation, creativity and excellence to attract greater investment and enhance its status as a county where businesses of all shapes and sizes can start, grow and succeed.
FRV_09	4	Employment and the economy / Environment	NEW WORDING	In growing Rutland’s economy and establishing sustainable businesses, care will be taken to create the right employment opportunities for young people and aspiring professionals, as well as ensuring that business makes a positive contribution to the environment.
FRV_10	4	Housing and infrastructure	The housing needs of current and future generations who want to make Rutland their home will be met by a healthy mix of well-designed and genuinely affordable properties that cater for everyone, regardless of their life stage or financial constraints.	The housing needs of current and future generations who want to make Rutland their home will be met by a healthy mix of well-designed and genuinely affordable properties that cater for everyone, regardless of their life stage, financial constraints, or choice of tenure.

Sustainable lives

Considerable feedback on environmental issues has led to a number of changes to the ‘Sustainable Lives’ section of the Final Vision. This includes an aspiration for Rutland to become carbon neutral by 2050 – a goal that is consistent with the [COP26](#) aim to secure global net zero by the middle of this century. Responses to the Draft Vision consultation have also led to stronger wording around the subject of biodiversity and a specific reference to protecting wildlife. The need for businesses in Rutland to embrace their environmental responsibilities has also been captured in the Final Vision document. Lastly, the Vision has been amended to include clearer statements about housing and infrastructure, digital connectivity for local communities, and an aspiration to draw on the concept of circular economies to reduce waste.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_11	5	Environment	Rutland will strive to become a carbon neutral county where environmental sustainability complements rural living.	Rutland will strive to become a carbon neutral county by 2050 – a place where environmental sustainability and responsibility complement rural living.
FRV_12	5	Housing and infrastructure	New homes and developments will meet the highest possible environmental standards, as well as having a positive impact on wildlife and the local ecology.	New homes and developments will have sufficient infrastructure and be built in sustainable locations. Their construction will raise environmental standards, as well as having a positive impact on wildlife and the local ecology.
FRV_13	5	Environment	Communities and organisations in Rutland will embrace their environmental responsibilities.	Communities, organisations and businesses in Rutland will embrace their environmental responsibilities.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_14	5	Environment	NEW WORDING	Local agricultural, planning and development practices will contribute towards a biodiversity net gain for the county.
FRV_15	5	Environment	Awareness and education will be at the centre of the county's climate response, so that people of all ages are armed with the knowledge they need about recycling, biodiversity, growing food and reducing their carbon footprint.	Awareness and education will be at the heart of the county's climate response, so that everyone is armed with the knowledge they need about recycling, biodiversity, protecting wildlife, growing food and reducing their carbon footprint.
FRV_16	5	Environment	More than this, the county of Rutland will fundamentally redefine its relationship with waste by reducing the amount that is consumed and then thrown away.	More than this, the county of Rutland will fundamentally redefine its relationship with waste – embracing the principles of a circular economy and reducing the amount that is consumed and then thrown away.
FRV_17	6	Housing and infrastructure	Rutland's communities will be digitally enabled and fully capable of accessing online services for work, education, communication and much more.	Rutland's communities will be digitally enabled and fully capable of utilising the latest internet technology for work, education, communication and much more.

Further Commentary

A number of comments made in response to the Draft Vision consultation called for specific wording to be included about the size, scale and location of new housing developments. The Future Rutland Conversation has captured every possible viewpoint on the subject of development since it was launched in April 2021, which has led to the following Vision goal: "Growth in Rutland will be sustainable and preserve the county's quintessential character." The size and location of new development within Rutland is an issue that will be addressed in detail through the county's new Local Plan and is not, therefore, included in the Final Vision.

Healthy and Well

Following feedback gathered through the Draft Vision consultation, the ‘Health and Wellbeing’ section of the Final Future Rutland Vision has undergone a number of changes. This includes the addition of new text which emphasises the importance of local health provision and infrastructure, including GP services. Wording around the subject of mental wellbeing has been updated to acknowledge the role that early education can play in keeping people well throughout their lives. This section of the Final Vision now also includes a direct reference to support for serious problems like addiction. Wording around culture and the arts in Rutland has also been strengthened to describe a more complete and rounded leisure offer.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_18	7	Health and wellbeing	People in Rutland will be able to live healthy, active lives and make positive choices about their wellbeing. They will have every opportunity to invest time in self-care and connect with others, to maximise their wellbeing and happiness.	People in Rutland will be able to live healthy, active lives and make positive choices about their wellbeing. They will have every opportunity to invest time in self-care and continuous personal development, as well as chances to connect with others, to maximise their wellbeing and happiness.
FRV_19	7	Culture and heritage	The county’s exciting leisure offer will promote the important role that sport and exercise play in maintaining healthy minds and bodies. It will also recognise that culture and the arts are integral to Rutland and equally important for creativity and learning.	The county’s exciting leisure offer will promote the important role that sport and exercise play in maintaining healthy minds and bodies. It will also recognise that people’s ability to access culture and the arts are integral to Rutland, and equally important for creativity, learning and the county’s visitor economy.

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_20	8	Health and wellbeing	NEW WORDING	Rutland's growing and ageing population will be served by the right health infrastructure (including GP services), staffed by a workforce that keeps pace in terms of its size and skills.
FRV_21	8	Health and wellbeing	Understanding that mental wellbeing is just as important as physical health, Rutland will be a place where mental wellness is at the forefront of everyday life.	Understanding that mental wellbeing is just as important as physical health, Rutland will be a place where the idea of wellness is learned and understood at an early age, and then carried through into adulthood.
FRV_22	8	Health and wellbeing	Adults, children and young people will have swift access to the right care in moments of crisis.	Adults, children and young people will have swift access to the right care in moments of crisis, as well as support for serious problems like addiction.

Further Commentary

A number of people who responded to the Draft Vision consultation expressed strong views about the need for a new public swimming pool in Rutland, following the recent closure of local facilities in Oakham. After consultation on the Draft Vision had begun, it was announced that designs would be drawn up to help establish a viable business case for a new swimming pool in Rutland, construction of which will depend on the availability of external funding. As a result of this commitment and an existing goal in the Vision to give people in Rutland access to “a wide range of leisure opportunities for all ages, abilities and interests”, a specific reference to swimming facilities has not been added to the Final Vision.

A county for everyone

Respondents to the Draft Vision felt strongly that Rutland should be a place that promotes and celebrates diversity. This has led to clearer wording around aspirations to bring people from all cultures and backgrounds together. In response to consultation feedback and direct engagement with young people as part of the Future Rutland Conversation, the Vision has also been updated to acknowledge the role that Rutland’s children and young people can play in shaping the county now, rather than pigeonholing them as ‘leaders of tomorrow’. Wording around support and protection for vulnerable people has also been strengthened.

40

Change reference	Page	Issue/Subject	Draft wording	Final wording
FRV_23	9	Diversity and inclusion	Rutland will have resilient and well-connected communities where everyone can enjoy what the county has to offer. A place for people of all ages and walks of life.	Rutland will have resilient and well-connected communities where everyone can enjoy what the county has to offer. A place for those of all ages and walks of life. Rutland will also be a county that celebrates diversity – bringing people from all cultures and backgrounds together as a single community.
FRV_24	9	Diversity and inclusion	NEW WORDING	Recognising that the county’s next generation is knowledgeable, intelligent, and extremely passionate, Rutland will be a place where young people are able to bring their views and ideas to the fore as community leaders and educators in their own right.
FRV_25	10	Diversity and inclusion	Vulnerable people will continue to be supported and protected in Rutland.	Vulnerable people, whatever their age or circumstances, will continue to be supported and protected in Rutland.

Further Commentary

A number of respondents to the Draft Vision consultation called for more specific references to the inclusion of older people, those with disabilities and other groups whom they regard as being ‘vulnerable’. Because many people within these groups do not consider themselves to be vulnerable, and because the Vision already contains several clear references to creating a county for everyone – regardless of age, background or circumstances, this specific feedback has not been actioned.

Beyond the Vision

The closing section of the Future Rutland Vision has been updated in response to comments that called for greater clarity around ownership of the Final Vision, how change would be brought about, and how progress against various goals and aspirations would be measured. This final section has therefore been revised to provide clarity around Rutland County Council's ongoing commitments in relation to supporting the Future Rutland Vision, as well as reaffirming the importance of partnership working and shared responsibility to take the Vision forward. Other changes include an acknowledgement that progress against the Vision will be tracked on an ongoing basis – as detailed plans and policies are developed – prior to a formal five-year review in 2026. A reference to the bearing that external factors and changes in the national context may have on delivery of the Vision has also been added. Lastly, the page title for this section has been changed from 'Beyond the Vision' to 'Achieving the Vision'.

Change FRV_26

So, what happens next? The Future Rutland Vision does not belong to any single group or organisation. Everyone can help to create the place it describes. However, Rutland County Council is uniquely placed to bring people together in a way that helps to advance the aims and aspirations captured in the Vision – whether by developing new public policies and strategies with partners and the community, or by acting as a common link between the many local groups and organisations who can effect change.

Rutland County Council's emerging Corporate Plan will set out its commitments in relation to the Future Rutland Vision and explain how the Council will contribute directly to various goals – helping to show others how they can do the same. The Council will also use its networks and leadership role to foster joint working and close collaboration between local communities, organisations, and professionals, to share responsibility for the Vision.

Progress against the Vision will be assessed year-on-year, as detailed plans take shape. This will lead up to a full review in 2026, accepting that there will still be a long way to go. Work to achieve the goals and aspirations in the Future Rutland Vision will also need to account for changes in the national context and other factors which are beyond the control of any local group or organisation – even when everyone works together.

7. Closing statement

This report summarises the comments and feedback collected throughout Future Rutland's month-long consultation on the Draft Shared Vision for Rutland, as well as detailing subsequent changes made to the Final Vision document.

This last stage of the Future Rutland Conversation was the culmination of more than six months' of continuous, ongoing engagement with local people, in order to make sure the Final Future Rutland Vision encapsulates their views and the things which they care most about.

Development of the Future Rutland Vision has been an iterative process where adults, young people, businesses and visitors have all been encouraged to contribute and then review the findings at every stage. Over the course of this year-long process, the Future Rutland Conversation has heard from well over 2,000 people, representing one of the largest sustained public engagement programmes ever undertaken in the county.

The result is a Final Vision document which has been met with approval from Rutland residents and where every goal is directly aligned with the aspirations of local people.

All of the feedback, data and information that has been gathered throughout the Future Rutland Conversation, including the most recent Draft Vision consultation, can be read online at: future.rutland.gov.uk.



Future Rutland VISION

43

*A vision for the future of
Rutland, shaped by the
people who call it home*



A place to live your best life

Contents

	page
Introduction	2
A special place	3
Sustainable lives	5
Healthy and well	7
A county for everyone	9
Achieving the vision	11



Introduction

People in Rutland were asked what kind of county they want to live in. This is their vision, which paints a picture of the place they described.

Rutland is seen by many as a truly special place – somewhere that you can live your best life. Recognising that Rutland has something unique which needs to be preserved, enhanced and built upon, the Future Rutland Conversation asked local people what really matters to them. Having listened carefully, this shared vision provides a set of long-term goals and aspirations based on the things that local people have said are most important: Rutland's character, its homeliness and community spirit, peace and well-being, nature, wildlife, rurality and the freedom to enjoy life.

The Vision is split into four sections that cover all aspects of life in Rutland:

- **A special place:** Sustaining a vibrant rural county that harnesses the enterprise of its businesses, the ambition and creativity of its residents, and the passion of its local communities.
- **Sustainable lives:** Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.
- **Healthy and well:** Promoting health, happiness and well-being for people of all ages and backgrounds.
- **A county for everyone:** Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

This Vision is not meant to be a detailed plan. It sets out big, long-term goals for Rutland, based on the things that local people have said really matter. More detailed plans and policies will stem from the Vision and serve as the catalyst for change. They will also help to strike the right balance wherever goals appear to be incompatible with one another. As a county, we will need to keep working together to agree our priorities, develop these plans of action, and continually test them against the Vision to make sure they achieve the outcomes we want.

The Vision is a generational document. It may cover 20 or 30 years, so won't become a reality overnight. Rutland County Council started the Future Rutland Conversation but cannot achieve all these goals alone. Other organisations and local communities also have a huge role to play. Further details about this process and an indication of the first steps towards achieving the Future Rutland Vision are set out on **page 11**.

If everyone pulls together Rutland will continue to be a great place to live, raise a family, work and visit.



A special place

Rutland is a special place because of the people who live here and a rural charm that goes right to the heart of the county's identity. The relationship that people in Rutland have with each other and the countryside around them has created tight-knit communities that value peace, security and togetherness. This is a source of real pride for those who call the county home, as well as something to be celebrated and preserved for current and future generations.

Rutland is also a place of innovation where independent businesses and entrepreneurs use the county's location and infrastructure to operate regionally, nationally and internationally. The same infrastructure and technology that allows Rutland's local businesses to flourish also keeps people and communities connected.

Drawing on all of its unique qualities and attributes, Rutland should capitalise on its location and natural assets to become a leading example of a modern rural county. It will embrace change that can improve people's quality of life, while taking great care to protect and preserve the fundamental characteristics that make it special.

Rutland will be a county where heritage and the natural world are cherished and enhanced – a place that actively recognises, appreciates and celebrates its historic environment for the benefit and enjoyment of all generations.

Towns and villages will promote inclusion, retain their sense of identity and encourage even greater community spirit – all things that help to give Rutland its distinctive feeling of closeness, familiarity and security.

Rutland's market towns of Oakham and Uppingham will thrive as vibrant destinations to shop, socialise and enjoy life – both for those who live locally and the many thousands of people who come to the county every year.

Rutland will also build on its existing reputation as somewhere for a great day out by becoming a key destination in the East Midlands for leisure, sport and cultural activities – a place where individuals and families can visit, stay and enjoy themselves.

“ I think there are two main drivers for enjoying life in Rutland. One is just the sheer beauty of the area and wanting to be here; and also the community spirit and people making you feel welcome.”



“ We are here because we like it. People don’t realise how nice it is. Lots of people take it for granted that it is beautiful and I want to see it continue in its unique way.”

47



Plans to grow Rutland’s local economy will build on its existing strengths – its wide and varied network of small businesses; its traditional rural industries; and leading companies that value work-life balance and digital connectivity.

Rutland will celebrate innovation, creativity and excellence to attract greater investment and enhance its status as a county where businesses of all shapes and sizes can start, grow and succeed.

In growing Rutland’s economy and establishing sustainable businesses, care will be taken to create the right employment opportunities for young people and aspiring professionals, as well as ensuring that business makes a positive contribution to the environment.

The housing needs of current and future generations who want to make Rutland their home will be met by a healthy mix of well-designed and genuinely affordable properties that cater for everyone, regardless of their life stage, financial constraints, or choice of tenure.

Growth in Rutland will be sustainable and preserve the county’s quintessential character. Wherever new homes are needed, they will be built in a way that protects and enhances the things that matter most to everyone – Rutland’s sense of community and its unique rural identity.

By doing all of this, Rutland will continue to strengthen its reputation a thriving county of enterprise and opportunity – a special place to live well, spend time, do business and invest.

Sustainable lives

Rutland is a rural area where people love and appreciate nature. However, it is not as 'green' as it could or should be. More than just improving in this area, the county will become a leader and an innovator when it comes to environmental issues, sustainable living and the fight to tackle the climate crisis.

Rutland will strive to become a carbon neutral county by 2050 – a place where environmental sustainability and responsibility complement rural living.

New homes and developments will have sufficient infrastructure and be built in sustainable locations. Their construction will raise environmental standards, as well as having a positive impact on wildlife and the local ecology. Homes will be designed with the latest zero-carbon and green technologies in mind and in a way that makes sure communities can stay connected to nature. People in Rutland will have access to the information and support they need to decarbonise and make sustainable choices.

Rutland will also be a place that seizes opportunities to create and develop wild areas which support greater biodiversity – adding to the immense ecological value of Rutland Water and its world-renowned nature reserve. Local agricultural, planning and development practices will contribute towards a biodiversity net gain for the county.

Communities, organisations and businesses in Rutland will embrace their environmental responsibilities. Awareness and education will be at the heart of the county's climate response, so that everyone is armed with the knowledge they need about recycling, biodiversity, protecting wildlife, growing food and reducing their carbon footprint.

More than this, the county of Rutland will fundamentally redefine its relationship with waste – embracing the principles of a circular economy and reducing the amount that is consumed and then thrown away.

“ As a community, Rutland has the opportunity to lead the way in environmental matters. ”





Transport is key to sustainable living in a rural area. Put simply, transport is about much more than completing a journey, because people cannot live life to the fullest without the freedom to travel. This is one area, in particular, where Rutland must improve. **The county will have an integrated network of sustainable and accessible transport options that keep people of all ages connected with the things they need, the activities they enjoy, and with friends and family.**

Rutland's local transport offer will provide a realistic alternative to car travel, as well as making the county friendlier for cycling and walking. Genuinely accessible travel options will help to meet the specific needs of young people and older residents who must have use of convenient and affordable transport to stop them being isolated.

Rutland will also continue to look beyond its borders, working with neighbouring counties to take advantage of opportunities and tackle big challenges together – contributing to the wider health and prosperity of our region.

Rural areas must be connected by more than roads and footpaths if they are to remain sustainable in an increasingly digital world. A lack of digital connectivity is not just an inconvenience. It can lead to disadvantage and even exclusion. **Rutland's communities will be digitally enabled and fully capable of utilising the latest internet technology for work, education, communication and much more.**

Healthy and well

Rutland is often held up as one of the UK's best places to live because of its schools, its countryside and the safety of its communities. It offers a fantastic quality of life for families, working age professionals and those wanting to enjoy retirement. Key to this quality of life is the ability for people to stay healthy and do the things which make them happy.

People in Rutland will be able to live healthy, active lives and make positive choices about their wellbeing. They will have every opportunity to invest time in self-care and continuous personal development, as well as chances to connect with others, to maximise their wellbeing and happiness.

Leisure and recreation create opportunities to have fun and socialise, which adds to the richness of life and brings people and communities closer together. **People in Rutland will be able to access a wide range of leisure opportunities for all ages, abilities and interests.** The county's exciting leisure offer will promote the important role that sport and exercise play in maintaining healthy minds and bodies. It will also recognise that people's ability to access culture and the arts are integral to Rutland, and equally important for creativity, learning and the county's visitor economy.

Rutland will remain one of the safest places to live anywhere in the country.

“ Our green and open spaces are a key contributor to mental wellbeing. ”





“I like the fact that Rutland, as a whole, feels very safe as a community. I feel I can go around places on my own or with friends and not feel too exposed or too at risk.”

Sadly, it's not possible to keep everyone well all the time. When people are ill, they must be able to get help without delay or added stress. This is not currently the case for everyone. Rutland's growing and ageing population will be served by the right health infrastructure (including GP services), staffed by a workforce that keeps pace in terms of its size and skills.

Health and care services in Rutland will work closely together and be easy to access when needed. Rutland will be a county that harnesses technology where appropriate and provides better care closer to home to reduce the need to wait or make difficult journeys for treatment. Recognising there will always be a need to access healthcare in person, the county's transport network will connect people with essential services inside and outside Rutland, as quickly and conveniently as possible. By keeping individuals and communities connected, Rutland will also be a place that actively combats loneliness and isolation.

The impact of poor health goes far beyond illness or ailment and can have a truly life-limiting effect for individuals and families. Rutland will overcome health inequalities so that everyone gets the same high-quality care and support, regardless of where they live in the county or go to access care. **People with multiple illnesses or long-term conditions, as well as those who are frail or vulnerable, will be supported to manage their care needs and live independently.**

Understanding that that mental wellbeing is just as important as physical health, Rutland will be a place where the idea of wellness is learned and understood at an early age, and then carried through into adulthood. Communities will be encouraged to offer support and normalise discussion about mental wellbeing so that everyone feels able to seek help when they need it. Adults, children and young people will have swift access to the right care in moments of crisis, as well as support for serious problems like addiction.

Rutland will be a county where mental and physical wellbeing are seen as priorities. A place where the health of residents is not just measured by life expectancy but by people's ability to live well for the whole of their lives.

A county for everyone

Equality is about making sure everyone has the same access to opportunity. No one should be disadvantaged because of who they are, their individual circumstances or where they live.

Rutland will have resilient and well-connected communities where everyone can enjoy what the county has to offer. A place for those of all ages and walks of life. Rutland will also be a county that celebrates diversity – bringing people from all cultures and backgrounds together as a single community.

Rutland children will continue to get the best start in life and go on to be happy, safe and successful at each stage of their development.

Young people of all abilities will have the benefit of a positive and inclusive education, so that they can learn, do well and realise their ambitions. Recognising that the county's next generation is knowledgeable, intelligent, and extremely passionate, Rutland will be a place where young people are able to bring their views and ideas to the fore as community leaders and educators in their own right.

Rutland will also be a county where young people have the means to travel and get around independently, so they can stay connected with friends, interests and the wider community.

Rutland will be a county where everyone can reach their full potential. There will be opportunities to learn and develop sought-after skills well beyond the age of 18 and the end of formal education. Rutland is proud of its rural roots and its ties to farming and agriculture. The county is also right at the forefront of the UK's digital revolution, thanks to broadband and fibre broadband technology. Successful businesses will offer highly skilled jobs in both traditional sectors and emerging industries – providing employment opportunities that allow young people to stay in Rutland if they want and choose to.



“I want to see Rutland moving forward... I want it to be a place that everyone can live in and enjoy.”



Rutland’s towns and villages will be accessible to everyone, regardless of age or disability. They will be connected to other communities inside and outside of the county by convenient and reliable transport that works for everyone. Town centres will be enjoyable places where anyone can spend time safely, without having to worry about traffic, reduced mobility or disabled access.

Vulnerable people, whatever their age or circumstances, will continue to be supported and protected in Rutland. The county will have community support networks that extend beyond formal care services to help anyone who is disadvantaged, facing hardship or at risk from harm.

Rutland will be a county where no group or individual is marginalised or ignored. Everyone will have a voice and the chance to be heard, so they can participate fully in their community and any discussions which affect them. The county will also continue to celebrate its connection to the Armed Forces – showing appreciation for those who have served and continue to serve.

Finally, Rutland will be a place where inequalities are reduced and communities are tolerant and welcoming. It will be a county of respect, which challenges prejudice and discrimination in all its forms. Somewhere that people are encouraged to celebrate their differences and create strong ties based on the things they have in common.

Achieving the Vision

This Shared Vision for Rutland comes from the Future Rutland Conversation, which spoke to more than 2,000 people all around the county to understand what is most important to them.

The Vision is meant to be bold. It paints an ambitious picture of the kind of place that local people say they want Rutland to be. It also provides an important guide when deciding how best to achieve our long-term goals through more detailed plans, practices and policies.

So, what happens next? The Future Rutland Vision does not belong to any single group or organisation. Everyone can help to create the place it describes. However, Rutland County Council is uniquely placed to bring people together in a way that helps to advance the aims and aspirations captured in the Vision – whether by developing new public policies and strategies with partners and the community, or by acting as a common link between the many local groups and organisations who can effect change.

Rutland County Council’s emerging Corporate Plan will set out its commitments in relation to the Future Rutland Vision and explain how the Council will contribute directly to various goals – helping to show others how they can do the same. The Council will also use its networks and leadership role to foster joint working and close collaboration between local communities, organisations, and professionals, to share responsibility for the Vision.

Progress against the Vision will be assessed year-on-year, as detailed plans take shape. This will lead up to a full review in 2026, accepting that there will still be a long way to go. Work to achieve the goals and aspirations in the Future Rutland Vision will also need to account for changes in the national context and other factors which are beyond the control of any local group or organisation – even when everyone works together.

The overriding aim is to make the Future Rutland Vision central to every plan and big decision that’s made in the county, to bring about positive change. Everything that is done to achieve the goals set out in the Vision will also help to create a strong and distinctive brand for the county. An identity that puts Rutland on the map, gains national recognition and helps to generate investment that benefits businesses and communities:

Rutland: A modern rural county with an unrivalled quality and pace of life. Somewhere different and special, where you can escape from the norm. A place to be active and connect with nature. A friendly and welcoming county with incredible food, drink and heritage. A genuine surprise where countryside and traditional market towns are complemented by technological advancement and innovation. A county for everyone and a place to live your best life.

“Looking forward, it will be great for me to see Rutland as an aspirational place... So how can we develop that? What would it look like? ”

CABINET

8 March 2022

INTERNAL AUDIT DELEGATION

Report of the Portfolio Holder for Finance, Governance and Performance, Change and Transformation

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/280122	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Saverio Della Rocca, Strategic Director for Resources (s.151 Officer)	01572 758159 sdrocca@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

- transfers the internal audit delegation agreement from the existing hosts (Milton Keynes Council, Northamptonshire County Council and Cambridgeshire County Council) to North Northamptonshire Council and extends it for a further five years.
- delegates authority to the Director for Resources in consultation with the Portfolio Holder to finalise the delegation agreement.

1 PURPOSE OF THE REPORT

- 1.1 To seek Cabinet’s approval to transfer the delegation agreement from hosts (Milton Keynes Council, Northamptonshire County Council and Cambridgeshire County Council) to North Northamptonshire Council and to extend the agreement to March 2027.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Overview

2.1.1 In accordance with Section 6 of the Accounts and Audit Regulations 2011, the Chief Finance Officer and the Chief Executive are responsible for maintaining an adequate and effective internal audit of the Council's accounting records, control systems and financial transactions including any operations affecting the financial arrangements or the finances of the Council. The Internal Audit Section is required to comply with the current CIPFA Code of Practice for Internal Audit in Local Government, in undertaking its functions.

2.1.2 This requirement is achieved presently through the current delegation agreement. This arrangement has been in place since 2017 and is underpinned by a delegation agreement. The initial period of the agreement expires in March 2022.

2.2 The future

2.2.1 There are two key considerations:

2.2.2 Are the hosts willing to continue to support the delegation agreement should the Council wish to continue?

2.2.3 Since the delegation agreement was signed there have been some changes following local government reorganisation. East Northants and Corby Councils were part of the original Welland partnership (RCC, Melton BC and Harborough DC being the others) that delegated internal audit to LGSS. The creation of two Unitary Councils in Northamptonshire changes this picture. As it stands:

- The host authorities (Milton Keynes, Cambridgeshire, West Northants and North Northamptonshire) will effectively re-patriate their teams from the shared service (LGSS), back in-house;
- For the Welland team, who deliver services entirely for other councils, it is anticipated that they will be taken on by North Northants Council, as this seems the best fit and with our Head of Internal now working with NNC;
- The s151 Officer for NNC has assured staff, in early consultation meetings, that she is keen to take these delegated services on and honour these arrangements going forward, TUPE'ing staff who work on them and she can see that the staff are a high quality, performing team;
- As such, the service would remain the same (same HoIA, same auditors and same approach) but our delegation (should we choose to extend it) would be solely to NNC, rather than the current arrangement of delegating to the existing hosts.

2.2.4 There are many benefits to these arrangements as set out in the options analysis in section 4.

2.2.5 The Director for Resources has discussed the situation with the s151 Officer of North Northamptonshire Council, Ms Janice Gotts and she has confirmed that both she and the Cabinet at NNC will take on the delegation agreement on the same

basis and fee model.

2.2.6 Is there any reason why the Council would wish to look at alternative options?

2.2.7 The current arrangement works well. Performance is good and costs are deemed to be low.

- The current team are currently working with the Council and have demonstrated that they can deliver what is needed;
- Current performance levels are very good. In particular, the audit plan is delivered in full, reports are of good quality, the relationships with officers and the Audit and Risk Committee is strong and the team are flexible in their approach;
- The Internal Audit team have demonstrated their ability to be independent in the way they work and report.

2.2.8 In retaining the existing arrangements, the main other benefit would be to minimise disruption and provide continuity as the team are already managing the service.

3 CONSULTATION

3.1 As internal audit and fraud services are 'back-office' functions, this change will not impact on the public and so has not been subject to external consultation.

3.2 The Audit and Risk Committee is responsible for oversight of Internal Audit work and assessing whether the Council has adequate provision in place. Audit and Risk Committee considered the issue in November and support the recommendation.

4 ALTERNATIVE OPTIONS

4.1 The Council originally considered a range of different delivery models, including:

- Full outsource – the procurement of an internal audit service from an external provider (e.g. professional services firm);
- Co-source – combination of an in-house team and one or more external providers; and
- In house arrangement - internal audit delivered by an internal team, employed by an organisation (or more), and who work across member organisations.

4.2 Indicative costs and advantages/disadvantages for each model were discussed previously and have been updated. The results are shown below with notes:

Option	Costs per annum	Advantages/Disadvantages
Full outsource (1)	£160k	<u>Advantages</u> <ul style="list-style-type: none">• Greater resilience• Access to wider/specialist resources• No recruitment costs

Option	Costs per annum	Advantages/Disadvantages
		<ul style="list-style-type: none"> • Potentially better quality but experience of previous Welland partners has been mixed in the past <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Contract management required • Continuity of staffing not guaranteed • Increased cost even if external providers argue 10-20% productivity gains • Takes time and cost as procurement process is required (or use of framework if possible) • Change of scope may require changes in contract
Co-source (2)	£180k	Combination of models 1 and 3 but would involve having at least one member of staff plus an external contract
Fully staffed model (3)	£140k	<p><u>Advantages</u></p> <ul style="list-style-type: none"> • Control of staffing • Scope of service easily modified <p><u>Disadvantages</u></p> <ul style="list-style-type: none"> • Lack of resilience • Access to specialist advice is limited • Recruitment required and in the past there have been some difficulties in recruitment as pay rates not always competitive in this market • Management of team required
<p>Costs based on days required (320) multiplied by an estimated day rate range of £450-£550 per day following informal discussions with suppliers and knowledge of rates charged elsewhere.</p> <p>In moving to any alternative model the issue of TUPE would need to be considered. We would need to enquire with the existing hosts as to whether they believe it would apply although the initial view from the Head of Internal Audit is that TUPE thresholds are unlikely to apply.</p>		

4.3 It should be noted that the cost of our current arrangement is £93,200. This is less than any of the alternatives cited above.

4.4 The Director for Resources has discussed the position with other s151 Officers in Leicestershire to understand their view of the current position. Both Melton and Harborough are keen to extend the existing delegation. The conclusion from the analysis was that the current model remains favourable.

5 FINANCIAL IMPLICATIONS

5.1 There are no direct financial implications arising from this report. The costs are within the approved budget.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 In accordance with Section 6 of the Accounts and Audit Regulations 2011, the Chief Finance Officer and the Chief Executive are responsible for maintaining an adequate and effective internal audit of the Council's accounting records, control systems and financial transactions including any operations affecting the financial arrangements or the finances of the Council.

6.2 The delegation of functions to another local authority is permissible under sections 101 and 102 of the Local Government Act 1972 and sections 19 and 20 of the Local Government Act 2000. Formal approval for this delegation is being sought from Cabinet.

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 DATA PROTECTION

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

10 HEALTH AND WELLBEING IMPLICATIONS

10.1 There are no health and wellbeing implications.

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

11.1 It is important that the Council has appropriate internal audit arrangements in place. The proposed option effectively secures the future provision of internal audit without comprising the high performance and low-cost model in place.

12 BACKGROUND PAPERS

12.1 There are no additional background papers to the report.

13 APPENDICES

13.1 None

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

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CABINET

8th March 2022

DOMESTIC WASTE AND RELATED CONTRACTS – OPTIONS
Report of the Portfolio Holder for Communities, Environment and Climate Change

Strategic Aim		Customer-focussed services
Key Decision: Yes		Forward Plan Reference: FP171221
Exempt Information:		No
Cabinet Member Responsible:		Cllr Lucy Stephenson: Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change
Contact Officer(s):	Martin Jones, Interim Senior Environmental Services Manager	Telephone: 07967484603 email: mjones2@rutland.gov.uk
	Penny Sharp, Strategic Director - Places	Telephone: 07973 854906 email: psharp@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

<p>That Cabinet:</p> <p>1. Approves the preferred option 2bii for waste and recycling collections, as set out below:</p> <ul style="list-style-type: none"> (i) Dry mixed recycling with paper and cardboard to be collected separately every fortnight (ii) Separate weekly food waste collections (iii) Reduced capacity residual waste bin to be collected fortnightly
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1. PURPOSE OF THE REPORT

1.1 The purpose of the report is to outline the available options for a new waste collection service and to make recommendations on the best option for waste collection in Rutland. This selection will form an essential component of the service to be specified for procurement and will enable the development of tender documents required for the procurement exercise.

2. BACKGROUND AND MAIN CONSIDERATIONS

2.1 The Councils existing collection contract is due to end in April 2024 and cannot be further extended. The Council is responding to new policy and legislative drivers detailed

in the Resources and Waste Strategy 2018 (RWS) and the Environment Act 2021 in the provision of a new contract. In addition to seeking an efficient, cost effective and reliable collection service, a key change required by the Environment Act is the introduction of a separate weekly food waste collection and an improved recycling service. Whilst further clarity is still to be provided by the government, these changes will be mandatory.

2.2 An options appraisal was undertaken in November 2021, which considered a wide range of options and evaluated their comparative costs, anticipated recycling performance and resource implications to identify an optimal collection design suitable to implement in the contract. A summary of the options appraisal can be found at Appendix 1.

2.3 All the options retain a fortnightly collection of residual waste and green waste but vary the type and frequency of dry recycling collections and food waste collections as follows in Table 1:

Table 1

Options		Dry recycling collections	Food waste collection
Option 1	a	Co-mingled dry recycling fortnightly via 26T Refuse Collection Vehicle (RCV)	Weekly separate food waste via 7.5T RCV
	b		Weekly food waste collected in a separate pod on the residual vehicle or on dry recycling vehicle
	c		Weekly separate food waste via 26T RCV Weekly Co-mingled dry recycling
Option 2	a	Twin stream dry recycling fortnightly (with paper and card separate to glass cans and plastics) via split back 26T RCV	No food waste
	b		Weekly separate food waste via 7.5T RCV
	c		Weekly separate food waste via 7.5T RCV Weekly Co-mingled dry recycling via 26T RCV
Option 3	a	Multi-stream dry recycling fortnightly via Resource Recovery Vehicle (RRV)	No food waste
	b		Weekly separate food waste via 7.5T RCV
	c	Multi-stream dry recycling weekly via RRV	Weekly separate food waste in pod on same vehicle as recycling

Note: Dry recycling is plastic, cans, glass, paper and card
Green Waste is garden waste
Residual Waste is not recyclable and is placed in the grey bin for disposal

2.4 Performance

2.4.1 Recycling rates

The options appraisal finds that introducing a food waste collection increases the recycling rate by 9.3%. Modelling results indicate that introducing a weekly dry recycling collection has negligible impact on recycling rates however increases costs of collection substantially. The only option where a weekly collection of dry recycling increase recycling performance is a multi-stream dry recycling collection. The baseline rate of recycling for kerbside collections at Rutland is 50%.

2.4.2 Quality of Recyclate

Experience of different types of collections has informed the options appraisal and it concludes that more separation of recyclates at household level leads to higher quality recyclate and lower rates of contamination. Co-mingled recycling has the highest rate of contamination and so there is a gate fee required for further processing. Twin-stream recycling where paper and card is collected separately from glass, cans and plastics has lower levels of contamination and so is higher quality. This means that the paper and card will bring in an income to off-set the costs of collection. The highest quality recyclate is produced by multi-stream collections, however, the recycling rate is reduced unless collected weekly.

2.4.3 The Environment Act 2021 received Royal Assent in November 2021 and stipulates a requirement for separate collections of glass, cans, plastic, paper and card, garden waste and a weekly food waste collection. So, in addition to new income from paper and card collections, there is a legislative driver to move away from co-mingled collections to a collection with higher levels of separation by the household. Whilst further clarity is still to be provided by the government, these changes will be mandatory. The environmental benefit of separate collections will be further assessed once further clarity and guidance is available.

2.4.4 Waste Minimisation

Reducing the amount of waste produced in Rutland and diverting as much as possible from disposal through recycling is more environmentally sustainable and offers cost savings to the Council in reduced disposal costs. Analysis of the Rutland residual waste bin in December 2020, found that food waste made up approximately 40% of the bin contents. Offering a food waste collection has the potential to divert this waste from disposal. Reducing the size of the wheeled bin for fortnightly residual collections from 240 litres to 140 litres or by reducing the frequency of collections from fortnightly to three weekly in a 240 litre bin will restrict residual waste disposal, encouraging recycling including food waste and waste prevention. The options appraisal identified that residual waste in option 2b would be reduced by 307t per annum if the size of the bin was reduced to 140 litres and by 611t per annum if three weekly collections were introduced.

2.5 Evaluation of Options

- 2.6 Options 2a and 3a whilst lower cost, do not provide food waste collections. Options 1b and 2b are next best options in terms of cost and offer food waste collections. Option 2b has slightly lower recycling rates than 1b but improved quality of recycling and is lower cost than 1b. The multi-material collections outlined in options 3a, 3b and 3c were considered to be less favourable to the public as they impacted on households to separate all of the different waste streams, had higher vehicle maintenance costs and higher implementation costs. Stage 2 modelling was therefore undertaken on variants of option 2b and 2a (no food waste collections) to assess the impact on cost and performance of smaller residual bins, frequency of collections and funding of the new food waste collections.
- 2.7 The options appraisal found that the twin stream collection in option 2b achieved an overall recycling rate of 58.6% at the kerbside. Option 2bii retains a fortnightly collection but reduces the size of the bin to 140 litres increasing kerbside recycling rates to 60.5% at the kerbside, whereas options 2bi moves to a three weekly collections in a 240 litre bin and increases kerbside recycling rates to 61.5%. These twin-stream collection options perform moderately better for public acceptability in that the recycling containers are retained for the collection of plastics, metals and glass, with residents required to sort only paper and card separately from these materials. Both options provide an intermediate solution to the separation of materials, behind fully source-segregated multi-stream options, but ahead of the current commingled collection service.
- 2.8 Retaining a fortnightly collection aligns with Government considerations of a minimum service standard of alternate weekly collections of residual waste as part of the consultation on collections consistency. Retaining a fortnightly collection was considered more acceptable to the public than three weekly residual collection.

2.9 Recommended Option

Option 2bi and 2bii are identified as the best options in the options appraisal, however, the recommended option is 2bii which takes into account acceptability to the public and will meet any minimum standard from government for an alternate week collection of residual waste and is set out below:

- Dry mixed recycling with paper and cardboard to be collected separately every fortnight
- Separate weekly food waste collections
- Reduced capacity residual waste bin to be collected fortnightly

This option is the optimal identified when balancing comparative costs with recycling performance and use of resources. It presents the best opportunity for the Council to achieve a high recycling rate, better quality recycling collected and reduction in residual waste from diverting food waste and restricting the size of the residual bin and is more likely to be acceptable to the public.

- 2.10 The approved option will be taken forward in the specification for the new collection service to be delivered by the new contract. This will ensure the Council meets new obligations in the Environment Act 2021 and will reduce the risk of mid-term variations of the contract. This option reduces the likelihood of contractor's risk-pricing their tenders resulting in elevated bids being received at tender. Prior to going out to tender,

the matter will return to Cabinet and Full Council to seek approval of the final award criteria.

- 2.11 The introduction of food waste collections, more separation of dry recycling and reduction in the size of bin will impact on households as they will have to do more to separate and recycle more of their waste. A communications campaign will help households to adjust to these changes by providing information, advice and guidance both prior to and during the implementation of changes in the new contract. Whilst the residual waste capacity will be reduced, additional capacity will be provided for food waste recycling which currently takes up 40% of residual waste which will off-set the residual waste capacity.
- 2.12 A Project Risk Evaluation Assessment has been completed assessing a score of 88. This classifies the level of risk presented by the contract as high. The financial vetting standards both during the procurement phase and subsequently over the life of the contract will therefore be as specified for high-risk contracts in the Council's related Financial Due Diligence Guidance.

3. CONSULTATION

- 3.1 A "lessons learnt" exercise has been undertaken with the Council's existing contractors.
- 3.2 On-going scrutiny of the options appraisal began at a meeting of Growth, Infrastructure and Resources (GIR) Scrutiny Committee on 16th September 2021 and continued on 9th November 2021 and 10th February 2022 ensuring thorough evaluation and engagement with members on the options available. Members were supportive of the recommended option at the 10th February GIR Scrutiny Committee meeting.
- 3.3 Public consultation ran for 4 weeks from 23 November to 19th December 2021 and ensured residents had the opportunity to express their views on proposals for changes to waste and recycling collections. A total of 1,145 responses were received on at least one question in the survey, representing 6.6% of all households in Rutland. Overall, the responses strongly support the final option, and a summary of key outcomes is shown below.

Questions	Survey responses
1. Do you support the changes made by the Government?	73% said yes
2. Do you agree with the councils aims of reducing carbon emissions by increasing the range of materials being recycled?	91% agree / strongly agree
3. Do you support the councils change to collect Paper and Card separately?	78% agree / strongly agree
4. What sort of container would you prefer for paper and card?	50% bin, 24% box, 15% bag

- 5. How likely are you to participate in a weekly food waste service? 67% likely / very likely
- 6. Which type of residual waste restriction you prefer to see introduced? 44% smaller black bin, 32% reduced collection frequency
- 3.4 Specifications will be designed to align with current legislative requirements and environmental considerations.

4. ALTERNATIVE OPTIONS

- 4.1 There are no further lawful options to extend the current contract.
- 4.2 The Council could choose not to follow the requirements of the Environment Act 2021 and retain the existing waste and recycling collection design in a new contract; however, this will not meet statutory obligations expected to be introduced by the Act and therefore presents a risk of reputational damage and risk of legal and financial penalties.

5. FINANCIAL IMPLICATIONS

- 5.1 As the Options Appraisal states the Baseline is based on 2019/20 data, which has been updated for the latest uplift in contracts, to create a baseline plus which is what the different options have been compared against. The baseline plus cost is £1.975m, which is reflective of the Councils current Medium Term Financial Plan (MTFP).
- 5.2 The preferred option (as described in para 2.4) is costed at £2.169m, which is 0.194m above the baseline plus price.
- 5.3 As part of the Budget Setting process for 22/23 the Council reviewed its assumptions for the Environment Act 2021 and included an additional £0.200m in 24/25 for the introduction of the food waste collections. This was done on the basis of needing to meet legislative changes coming forward, regardless of the re-tender process or preferred option.
- 5.4 Therefore the Councils current Medium Term Financial Plan does include sufficient resources to facilitate the introduction of the preferred option.
- 5.5 There are still risks that could impact this position:
 - 5.5.1 The modelled impact to tonnages does not materialise, resulting in higher waste disposal/treatment costs.
 - 5.5.2 Inflation continues at a high rate. Currently at 5.4%. The Councils MTFP assumes 2%-3% as per the government target for inflation, which will impact the tender responses.
 - 5.5.3 Changes to gate fees paid for different types of waste.
 - 5.5.4 The costs are based on current market conditions and on there being a competitive market for the procurement process. If this is not the case, then the Council could face higher costs to deliver the contract. The council are about to undertake soft market testing which will give a good indication of how the market will respond to the tender

process. If needed the Council will reflect the level of risk in the MTFP and advise when these are changed

- 5.6 Any of the above could impact the Council's MTFP. Predicting tonnages and gate fees has been difficult in recent years as the waste market has been volatile, Covid has changed people's habits (home working) and inflation is well above the government target of 2%.

6. LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 The project was risk assessed within the Council's agreed project management framework and was identified as a high-risk project. This requires a governance structure of a project team, project board, project manager and Director and Member involvement which was put in place as required.

- 6.2 The Cabinet is responsible for the deciding the waste collection policy of the Council and the arrangements to deliver the service to local people. Under the Council's Contract and Grants Procedure Rules, full Council will need to approve the final award criteria if the contract will involve expenditure over £1M.

7. DATA PROTECTION IMPLICATIONS

- 7.1 There are no data protection implications arising out of this report.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 The reduction in size of residual bin has the potential to impact more households with needs for a larger bin than the current waste collections. Any additional demand for larger bins will be assessed using the existing larger bin policy and so there are no implications arising out of this report.

9. COMMUNITY SAFETY IMPLICATIONS

- 9.1 There are no implications arising out of this report.

10. HEALTH AND WELLBEING IMPLICATIONS

- 10.1 There are no implications arising.

11. ORGANISATIONAL IMPLICATIONS

- 11.1 Environmental Implications

- 11.1.1 The detailed specification will have regard to the environmental aspirations of the Council as guided by the Environment Act 2021.

- 11.2 Procurement Implications

- 11.2.1 The detailed procurement strategy remains to be determined.

12. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The recommended option outlined at 2.8 complies with statutory requirements for more

separate recycling collections and separate weekly food waste collections expected to be implemented by the Environment Act 2021. Whilst there may be further changes during the life of the contract, this option minimises the risk by ensuring compliance with the Act within the new contract at point of award.

- 12.2 The recommended option, is likely to be affordable by the Council providing that costs do not rise during the re-tender of the contract. It offers an opportunity to improve recycling rates, to minimise waste arisings and introduces a potential new income stream from the sale of paper and cardboard collected separately in the new service to off-set the costs of collection.
- 12.3 This option was well supported during the public consultation exercise and by members scrutiny and will provide a robust, reliable and cost-effective service for residents.

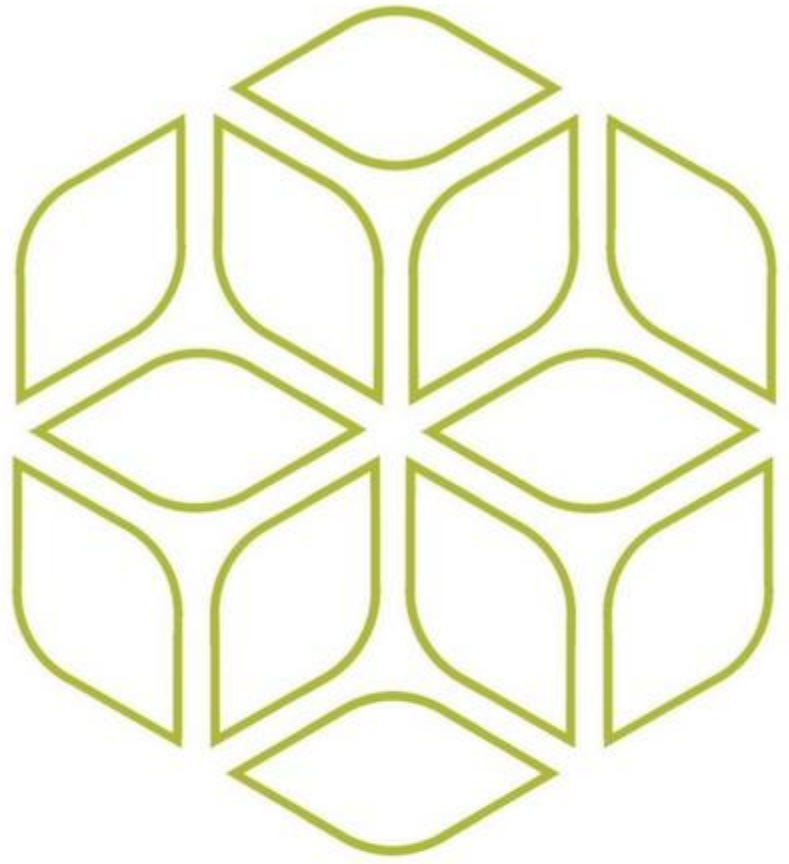
13. BACKGROUND PAPERS

- 13.1 There are no additional background papers to the report

14. APPENDICES

- 14.1 Appendix 1: 5102 Rutland Options Appraisal

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



Options Appraisal Report: Rutland County Council

Rutland County Council
October 2021

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Limitations

This report has been produced by Resource Futures on behalf of Rutland County Council. Whilst Resource Futures has taken all due care to interpret and collate the information presented within the report, any third party relying on the results of the analysis shall do so at their own risk and neither Resource Futures nor Rutland County Council shall be liable for any loss or damages arising there from.

Background

Resource Futures has been commissioned to support Rutland County Council (RCC) through a collections options appraisal to inform the future development of the Council's household waste and recycling collection service. The purpose of this project is to review the comparative costs, anticipated performance and resource implications of a range of collection profiles to identify an optimal collection profile suitable for the Council to implement when services are reprocured in April 2024.

RCC provides an alternate weekly collection of residual waste and dry mixed recycling (DMR) for residents, via 240-litre black and grey bins. A minority of properties (approximately 130) have their recycling collected in blue sacks provided by the Council. A fortnightly chargeable subscription garden waste collection service is also offered to households throughout the year, using 240-litre bins.

Methodology and options modelled

Resource Futures completed a detailed data gathering exercise to replicate current operations and costs for the service (the 'Baseline' scenario). Tonnage data for 2019/20 provided the most up-to-date and representative information about Rutland's waste collection service prior to the implementation of Covid-19 restrictions. To bring the costs of this year in-line with realistic expectations of future service profiles, a Baseline PLUS was developed to represent the projected costs of the waste and recycling collection service in 2023/24, prior to the re-procurement of the Environmental Services contracts.

A number of alternative collection profile options were developed by Resource Futures and RCC and confirmed at the inception (options workshop) and interim meetings:

- **Option 1a:** residual, dry recycling and garden collection services remain as Baseline, with the introduction of a weekly separate food waste collection via a dedicated fleet of 7.5T RCVs.
- **Option 1b:** residual, dry recycling and garden collection service remain as Baseline, with the introduction of a weekly separate food waste co-collected with either residual waste or dry recycling (depending on which collection week it is) via 26T RCVs with a separate pod at the front for food waste.
- **Option 1c:** residual, food and garden collection services as per Option 1a. Dry recycling changes to a weekly collection.
- **Option 2a:** residual and garden services remain as Baseline. No weekly food waste kerbside collections. Dry recycling changes to a fortnightly twin-stream collection (with paper and card presented separately from plastic, glass and metal containers) via a split back 26T RCV.
- **Option 2b:** as per changes in Option 2a, but with the introduction of a weekly separate food waste collection via a dedicated fleet of 7.5T RCVs.
- **Option 2c:** as per changes in Option 2b, with dry recycling changing to a weekly collection.
- **Option 3a:** residual and garden services remain as Baseline, with dry recycling collections changing to a fortnightly multi-stream collection via Resource Recovery Vehicles (RRVs). No weekly food waste kerbside collections.
- **Option 3b:** as per changes in Option 3a, with the introduction of weekly separate food waste collections via a dedicated fleet of 7.5T RCVs.
- **Option 3c:** as per changes in Option 3b, with dry recycling collections changing to weekly collections and food waste being co-collected with dry recycling via RRVs.

All operational modelling was completed using WRAP’s Kerbside Assessment Tool (KAT) which allows current collections to be modelled and potential kerbside collection profile options to be forecast and evaluated. Costs were calculated for each option by identifying the performance and resources necessary to deliver each of the modelled options. The financial assessment considered operational costs including staff costs, vehicle maintenance and fuel, and fees for treating, sorting and/or disposal of materials. Any income estimated from the sale of recyclable materials was included as part of the treatment and disposal costs. Capital costs were calculated to provide the initial investment required for each option for vehicles and containers. However, it is important to note that all option modelled costs (including the Baseline PLUS) do not consider what the tendered costs may be as a result of undertaking a re-procurement exercise for the new service.

Key results

The modelling outputs provide analysis on a number of factors including kerbside recycling performance, resource requirements, operational cost, capital cost and carbon performance, summarised as:

Recycling Performance:

- The Baseline and Baseline PLUS kerbside recycling rate is 50.0%.
- Introducing a weekly food waste collection (Options 1a,1b,2b,3b) increases the recycling rate by approximately 9.3%.
- Introducing a weekly DMR collection and weekly food waste collection (Option1c) increases the recycling rate to 59.6%, the highest of the group.
- Introducing a fortnightly twin-stream dry recycling service with paper and card collected separately, as in Option 2a, produces a recycling rate of 49.3%. This results from overall DMR tonnage for twin stream collections being lower than commingled, though rate of contamination also declines for these options. Increasing dry recycling collection frequency from fortnightly to weekly and introducing a separate weekly food waste collection, as in Option 2c, increases the recycling rate to 58.8%.
- Introducing a fortnightly multi-stream dry recycling collection, as in Option 3a, results in a recycling rate of 47.4%. There is a reduction in dry recycling tonnage compared to the Baseline PLUS, however there is a significant decrease in contamination for these options. Increasing dry recycling collection frequency from fortnightly to weekly and introducing a separate weekly food waste collection, as in Option 3c, increases the recycling rate to 59.4%.
- The recycling rate performance of each option is detailed in the table below:

Option	Recycling rate performance
Baseline PLUS	50%
1a	59.4%
1b	59.4%
1c	59.6%
2a	49.3%
2b	58.6%
2c	58.8%

3a	47.4%
3b	56.7%
3c	59.4%

Resource Requirements:

- The KAT modelling identifies the number of vehicles required across the options by each waste stream.
- Options with separate food waste collection (Options 1a, 1c, 2b, 2c, and 3b) requires 3.0 dedicated 7.5T RCVs with a driver plus one loader.
- Co-collection of food waste with either residual or DMR in an RCV with pod for food waste (Option 1b) requires 4.0 vehicles.
- Increasing the frequency of commingled dry recycling collections to weekly in Option 1c brings the number of RCVs required to collect residual waste and dry recycling to 3.7.
- Introducing a twin-stream recycling collection with paper and card collected separately (Option 2a and 2b) requires 1.9 split back RCVs. Where the frequency of dry recycling collection is increased to weekly, the number of vehicles required rises to 3.0.
- Introducing a fortnightly multi-stream collection, as per Options 3a and 3b, requires 2.7 RRVs. The weekly co-collection of multi-stream dry recycling with food waste in Option 3c requires 4.6 RRVs.

Operational Cost:

- The model calculated an operational cost for the current service per annum (Baseline).
- The projected operational cost for 2023/24, represented by Baseline PLUS, is a 24% increase per annum compared to Baseline.
- All options, except for Option 2a, realise an operational cost increase from Baseline PLUS, with Option 1c (weekly DMR with separate weekly food waste collection) providing the greatest cost increase at 29% per annum.
- Option 2a (fortnightly twin-stream) demonstrates the lowest operational cost (6% lower than Baseline PLUS) followed by Option 3a (fortnightly multi-stream) (4% increase compared to Baseline PLUS). Neither option includes the costs associated with collecting and treating food waste.
- Of the options providing a food waste collection service, Option 2b (fortnightly twin stream with weekly separate food waste) produces the lowest operational cost (11% increase compared to Baseline PLUS).

Capital Cost:

- All future options require a minimum communications cost of £1.50 per household.
- Option 1a presents the lowest capital cost, demonstrating the additional cost of adding a separate weekly food waste collection to the current service.
- Vehicle capital for Option 1b is the highest of all options. This option requires four RCV's with a pod to undertake the kerbside service. Three spare vehicles have been included within this option to account for any maintenance issues, of which these vehicles can pose a greater risk.

- Container costs are highest for Options 3b and 3c, which issue two 55-litre boxes and a reusable recycling sack for each household for the collection of multi-stream recycling, in addition to the provision of food waste bins and kitchen caddies.
- Option 3c demonstrates the greatest capital cost, largely attributed to the cost of purchasing RRVs (including spares).

Carbon performance:

- There is a net burden of 661 tonnes of CO₂e in the Baseline PLUS. The majority of emissions are attributed to the treatment of residual waste, while the reprocessing of recyclable materials provides a net benefit, helping to offset this emission.
- Options 1a, 1b and 1c (commingled dry recycling options) reduce the net burden by up to 77 tonnes of CO₂e as food waste is diverted from the residual waste stream.
- Option 3c (weekly multi-stream dry recycling with co-collected food) produces the greatest carbon saving compared to Baseline PLUS. This is owing to low contamination in this option, and the weekly collection of food waste and dry recycling, which means more material is diverted from the residual waste stream and sent for reprocessing or anaerobic digestion.
- All other options (Option 2a, 2b, 2c, 3a and 3b) demonstrate a slight increase in net carbon emissions. As the tonnes of dry recycling sent for reprocessing is lower for these options, the net benefit is reduced. Options 2a and 3a produce the greatest carbon burden as neither option includes a food waste service.

Options appraisal

To differentiate between the relative merits of the options, each was scored against a number of criteria as detailed in the methodology section of this report.

The following presents the results of the quantitative ranking and scoring process completed to appraise each of the options in terms of financial performance (annual operational cost), recycling performance, and carbon performance.

- Option 2a ranks the highest of all the future options. This is the only option to provide an operational cost saving when compared to the Baseline PLUS. However, this option scores the lowest for carbon performance and the second lowest for recycling performance, as it does not include a food waste collection service.
- Baseline PLUS ranks second, performing well for financial performance, as it does not bear the additional cost of food waste collection as do many of the other options. However, the lack of food waste collection results in poor recycling performance and low carbon performance.
- Options 1b and 2b rank third and fourth. Option 1b performs better on recycling performance and carbon assessment, while Option 2b scores higher on financial assessment.
- Option 2c ranks the lowest of all future options, primarily owing to its poor financial performance, which includes the additional resourcing required to collect twin-stream dry recycling and separate food waste on a weekly basis.

A qualitative assessment of the public acceptability of each option was also conducted based on an agreed set of criteria with RCC, including food waste collection, the number and type of containers provided to each household for dry recycling and the weekly equivalent capacity.

- Option 1c presents the highest public acceptability as it introduces a weekly food waste collection service which is seen as a positive by householders. The retention of the 240-litre wheeled bin ensures sufficient weekly dry recycling capacity, and also ensures high public acceptability of this option.
- Options 1a, 1b and 2c also receive considerable public acceptability by retaining the 240-litre wheeled bin for dry recycling and providing good weekly equivalent dry recycling capacity.
- Option 3a presents the least favourable option for public acceptability as it does not provide a food waste service and replaces the wheeled bin with two 55-litre boxes and a 70-litre reusable sack. As collection is offered on a fortnightly basis, this option offers residents the lowest weekly dry recycling capacity.

A review of the options in relation to the proposals contained within the Resources and Waste Strategy (RWS) was also undertaken. The following assessment was made:

- All future options accommodate for the collection of core materials stipulated by the RWS. RCC currently provides collection of all materials, including plastic film.
- All options maintain a chargeable garden waste collection, meaning the proposal for free garden waste collections is not met, and would need to be explored in further detail once further information is released by the Government.
- Options 3b and 3c are assessed most favourably for their alignment with the RWS. Both options ensure material quality is achieved through a multi-stream dry recycling service, which segregates different material streams at the kerbside. Both options include the collection of food waste, while Option 3a does not.
- Options 2a, 2b and 2c introduce a twin-stream dry recycling collection, which provides some degree of material segregation by separating paper and card from plastics, metals and glass. Should the Government require full segregation of materials, this would need to be accounted for.
- Baseline PLUS, Options 1a, 1b and 1c are assessed as the least favourable options as they retain commingled collections of dry recycling. More considerable effort would be needed to modify these options should the Government require materials to be segregated on collection. The Baseline PLUS additionally lacks a separate food waste collection service, though this could be added to the service profile at an additional cost.

Stage Two Modelling

Following completion of the initial options evaluation, it was agreed with RCC that Options 2a and 2b would be taken forward for further modelling in Stage Two. This further stage of modelling was undertaken to determine how changes in key input variables affects the outputs.

Variant option modelling was undertaken to assess the impact of residual waste restriction, either through reducing the frequency of collection to three-weekly or by replacing the current 240-litre wheeled bin with a 140-litre wheeled bin. The findings were as follows:

- Option 2a.i (three-weekly residual collection) provides the lowest operational cost - a 10% saving per annum when compared to the Baseline PLUS. This option does not include a food waste collection service, and therefore does not bear the cost of resourcing this additional service. However, this means that the option does not benefit from food waste diversion.

- Option 2b.i (three-weekly residual collection) ranks first in terms of recycling performance, increasing the recycling rate from 50% in the Baseline PLUS to 61.5%. Option 2b.ii (fortnightly residual waste in a 140l bin) increases the recycling rate to 60.5%. Option 2a.i (three-weekly residual collection and no food waste collection) increases the recycling rate to 51.2% and Option 2a.ii. (fortnightly residual waste in a 140l bin and no food waste collection) increases it to 50.2%.
- The operational cost of Option 2b.i is a 3% increase compared to the Baseline PLUS, but a 7% saving compared to Option 2b.
- Collecting residual waste in 140-litre bins on a fortnightly basis reduces the cost of Option 2a and 2b, but not as much as reducing the service to three-weekly residual waste collections.
- Option 2b.i provides a cost increase of 15% when compared to Option 2a.i. This represents the cost difference of providing a food waste collection service.

The impact of an 'on-the-go' and 'all-in' Deposit Return Scheme (DRS) was modelled on Option 2a and 2b to understand how a DRS could affect Rutland's kerbside collections. In both scenarios, a reduction in dry recycling tonnage and residual tonnage was noted, as beverage containers are diverted to the scheme from the kerbside collection. The modelling shows no change to the number of residual waste vehicles required. However, for dry recycling, the modelling shows a slight reduction in vehicles required for both DRS scenarios. Therefore, the whole system costs show both DRS scenarios would result in less costs for Rutland in Options 2a and 2b when compared with a no-DRS scenario.

A sensitivity on MRF gate fees modelled on Option 2a found that under a higher estimated gate fee for the mixed plastics, metals and glass fraction of twin-stream dry recycling, Option 2a still provides a cost saving compared to Baseline PLUS (0.5% saving) and remains the least costly of the Stage One modelled options.

A sensitivity on the food waste yields found that Option 2b would cost an additional 1% with lower food waste yields when compared to the Stage One results. The cost difference is attributed to the higher disposal costs associated with an increased proportion of food waste presented in the residual waste bin.

As a result of the reduced yield, the kerbside recycling rate would decrease from 58.6% to 57.4%.

Meanwhile, with higher food waste yields, Option 2b would realise an additional saving of 2% per annum with a recycling rate increase to 62.1%.

Conclusions

Two of the three twin-stream recycling options (Options 2a and 2b) were considered the most optimal service profiles by RCC to be brought forward for further modelling. They ranked first (2a) and fourth (2b) among the nine options when considering financial, recycling and carbon performance. Both perform moderately for public acceptability in that the recycling bins are retained for the collection of plastics, metals and glass, with residents required to sort only paper and card separately from these materials for presentation in a reusable sack. As a twin-stream collection profile, they both provide an intermediate solution to the separation of materials, behind fully source-segregated multi-stream options, but ahead of the current commingled collection service.

Compared to Option 2a, the benefit of Option 2b is that it provides a separate weekly food waste collection service, which helps to boost the recycling rate and carbon performance of the option. This option achieves a higher public acceptability rating through provision of a food waste service as well as aligning with the requirements of the RWS. The disadvantage is that this option does not perform as well financially when

compared to Option 2a, largely due to the costs of operating food waste collection vehicles and the corresponding staffing implications of this additional collection service.

Option 2b costs 18% more per annum compared to Option 2a. While Option 2a is the only option to provide a cost saving compared to the Baseline PLUS, Option 2b demonstrates the lowest operational cost of all the options providing a weekly food waste collection service.

Further savings can be realised in both options through the implementation of residual waste restrictions. Both reducing the size of the wheeled bin for fortnightly residual collections from 240-litres to 140-litres, and by reducing fortnightly collections to three-weekly (retaining a 240-litre wheeled bin) results in a cost saving compared to the original 2a and 2b options. The higher diversion of food waste and reduced frequency of collection in the three-weekly variant results in a higher cost saving compared to the variant reducing bin size in both options. However, it should be noted that Government is considering a minimum service standard of alternate weekly collections of residual waste as part of the consultation on collections consistency, which may impact the viability of this option.

When also considering the variant modelling, Option 2a.i (twin stream recycling collections, three weekly residual waste and no weekly food waste collection service) was the overall option (within Option 2a and Option 2b) which presented the highest cost savings for the Council (a 10% saving per annum when compared to the Baseline PLUS).

Option 2b.i (twin stream recycling collections, three weekly residual waste and a weekly separate food waste collection service) was the most cost-efficient within Option 2b. However, this presented an additional expenditure of 3% per annum when compared to the Baseline PLUS.

It should also be noted that Defra have committed to funding the net additional cost to local authorities of the new statutory duties placed on them, of which food waste collections and potentially free garden waste collections have been noted in the latest consultation for consistency in collections. Funding for separate food waste collections has very recently been announced as part of the Government's Net Zero Strategy, although the funding is stipulated as being available from 2025, some two years after the RWS requirement for Councils to have implemented this service. Additionally, an extra source of funding may be provided through Extended Producer Responsibility (EPR), in which payments will be made to local authorities for the cost of managing packaging waste generated by households, either collected for recycling or disposed of in residual waste. However, the details of these funding sources have yet to be released.

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CABINET

8 March 2022

**HIGHWAYS CAPITAL PROGRAMME - FIRST ALLOCATION
2022/23**

Report of the Portfolio Holder for Planning, Highways and Transport

Strategic Aim:	Delivering sustainable development	
Key Decision: Yes	Forward Plan Reference: FP/100221	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr I Razzell, Portfolio Holder for Planning, Highways and Transport	
Contact Officer(s):	Penny Sharp, Strategic Director for Places	01572 758160 psharp@rutland.gov.uk
	Andrew Tatt, Principal Highways Manager	atatt@rutland.gov.uk
Ward Councillors	All Wards	

DECISION RECOMMENDATIONS

That Cabinet:

Approves the spend of the Department for Transport (DfT) Capital Highways Maintenance Block funding allocation received to the value of £1,000,000 is used for highway carriageway, footway and drainage work as per Appendix A.

PURPOSE OF THE REPORT

- 1.1 To approve the first allocation of the Highway Capital Programme, funded from the Capital Highway Maintenance Block needs based allocated, by the Department for Transport (DfT) for 2022/23. There will be a further report in the coming months when budget allocations have been confirmed by Dft for the remainder of the capital programme

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Highways Capital Programme support's the Council's statutory duties as a highway authority. The programme is prioritised from highways asset condition surveys and inspections and a risk-based approach. The capital programme delivers on the targets as set out in the 2020-2026 Corporate Plan and the Highway Strategy document 2021-2026.

3 HIGHWAYS CAPITAL PROGRAMME FIRST ALLOCATION

- 3.1 Appendix A sets out the first allocation of the Highways Capital Programme of works, which covers carriageways, footways and drainage schemes funded from the Capital Highway Maintenance Block needs based allocation from the Department for Transport (Dft) for 2022/23. The intended programme of works as outlined in Appendix A will be followed, however this may be subject to some variation due to weather/unforeseen prohibitive circumstances that may arise on a site, or a more serious defective site occurs over the year 2022/23, which is deemed to warrant more urgent intervention for health and safety reasons, then with the approval of both the strategic director of place and the portfolio holder for planning, highways and transport, a site may be substituted to allow for this within the allocated budget. The substituted site would then feature high on the list for the next allocation.
- 3.2 The capital highways maintenance block allocation from Dft is £1,058,000 for 2022/23 and this report covered our first allocation of works up to the value of £1,000,000 and allows works to be undertaken to our carriageway, footway and drainage assets. A further report that will include the remaining £58,000 Highway Maintenance Block allocation, as well as the Incentive fund and Pothole funding, will come in the following months.
- 3.3 It is proposed that both the carriageway and footway allocation will include preventative surface treatments and patching methods.
- The carriageway and footway funding being made up of:
- Preventative maintenance programmes of carriageway surface dressing including pre-patching and footway treatments.
 - A further programme of carriageway patching to stop minor defects becoming potholes.
- 3.4 The highways maintenance capital programme also allows for continued investment in highways drainage works, which was highlighted by the very wet winter of 2019/20 and 2020/21. This also includes the A606 Langham drainage scheme which following a study and further investigation, a scheme to repair and replace the existing drainage system has been developed and will be undertaken in 2022/23.
- 3.5 A proposed programme of further capital drainage works has been listed in Appendix A. As many of these sites as possible will be progressed for improvement capital works following final assessments, which are still underway, in 2022/23. Any jobs unable to be completed will be carried forward into 2023/24 for completion.

4 CONSULTATION

- 4.1 National Highways and Transport Survey (NHT) as well as wider public consultation has taken place to help inform the strategic approach to highway asset management.

5 ALTERNATIVE OPTIONS

- 5.1 Defer the programme for the first allocation until all the Department of Transport (Dft) funding streams have been announced. This was discounted as the highway authority would miss required earlier start slots with national supply chain partners for seasonal surface treatment works as well as the ability to commence drainage schemes in a timely and coordinated manner.

6 FINANCIAL IMPLICATIONS

- 6.1 The council has received grant funding for highways and this report proposes using that funding on its intended purpose.
- 6.2 This grant is also being looked at in context of other areas of our revenue maintenance budget to ensure we allocate and spend in the most efficient and effective manner for the authority.
- 6.3 Appendix A - Details spend over the available project areas.
- 6.4 Appendix B – Highways Asset Condition Surveys.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Council has a duty under Section 41 of the Highways Act 1980, to maintain the Highway in such a state as to be safe and fit for the ordinary traffic that may reasonably be expected to use it. The highways capital programme is part of the Councils evidence that it is fulfilling its statutory duty and also meets the strategic aims of “delivering sustainable development”.

8 DATA PROTECTION IMPLICATIONS

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed for the following reasons, because no personal data is being processed

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment screening has not been undertaken and there are no adverse effects due to this policy.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 Well maintained highways and good highways drainage contributes towards road safety.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 Failure to deliver a sustainable maintenance programme will lead to a decline in the quality of the highway networks throughout Rutland, leading to reductions in the quality of:
- 1) Transport links.
 - 2) Access to safe and useable highways, footway and cycleways, which promotes activities such as walking and cycling.

12 ORGANISATIONAL IMPLICATIONS

12.1 Environmental implications

12.2 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.

12.3 Procurement Implications

12.4 There are no procurement implications. The Highway Capital Programme will be delivered through the highways contract with Tarmac.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

13.1 It is recommended to approve the allocation of the Highway Capital Programme funding for the future maintenance of the carriageway, footways and drainage assets using a risk based approach. Additionally, to reshape the highways maintenance capital programme to provide investment in carriageways, much needed investment in footways and highways drainage. Approval will allow the Council to fulfil its statutory duties with regard to highway maintenance and road safety.

14 BACKGROUND PAPERS

14.1 There are no additional background papers to the report.

15 APPENDICES

15.1 Appendix A - Proposed first allocation Highway Capital Programme for 2022/23.

15.2 Appendix B – Highways Asset Condition Surveys.

Appendix A- Proposed First Allocation Highway Capital programme for 2022/23 for the initial £1,000,000 allocation from the HMB funding.

Capital Programme Budget 2022/23	Total available funding	First Allocation	Second Allocation (to follow)
HMB fund Allocation	£1,058,000	£1,000,000	£58,000

Maintenance Function Areas		
Carriageway Surface Dressing		£690,000
Carriageway Maintenance- Patching, pre surface dressing patching, minor resurfacing		£210,000
Footway Dressing		£50,000
Drainage schemes		£50,000
Total		£1,000,000

Surface Dressing Programme (Budget £690,000)- Identified from visual inspections and SCRIM survey.

SCHEME ID	PARISH	ROAD NAME	FROM	TO
2022SD01	Morcott	Wing Road	30mph Morcott	Pilton Rd
2022SD02	Morcott	Cockpit	A47	Fydells Rd
2022SD03	North Luffenham	Edith Weston Road	30mph Edith Weston	Pinfold Lane
2022SD04	Ketton	Wytchley Road	Empingham Rd Jct	Normanton Lodge Farm Rd
2022SD05	Seaton	Harringworth Road	B672	County Boundary
2022SD06	Seaton	Station Road	B672	Glaston / Morcott X roads
2022SD07	Essendine	A6121	County Boundary	Essendine Road
2022SD08	Ryhall	Turnpike road	30 mph limit North	Bridge
2022SD09	Oakham	A606 Stamford Road	Steadfold Lane	Empingham Layby
2022SD10	Burley	B668 Cottesmore Road	Burley Village	Water Tower
2022SD11	Empingham	A606 Stamford Road	Layby Empingham	Steadfold Lane
2022SD12	Uppingham	A6003 Red Hill	Old School Mews	College
2022SD13	Great Casterton	B1081 Stamford Road	County Boundary	30mph limit Great Casterton
2022SD14	Little Casterton	Ryhall Road/Main treet	A6121	Stamford Road
2022SD15	Manton	Wing Road	Lyndon Rd	Preston Rd
2022SD16	Barrowden	Back Road	Drift Close	Main Street

Carriageway Maintenance - Patching and minor resurfacing (Budget £210,000)-

Identified from the GAIST visual condition surveys, visual inspections, pre surface dressing patching and SCRIM data.

SCHEME ID	PARISH	ROAD NAME	FROM	TO
2022CM01	Hambleton	Ketton Road	Hambleton Hall	Cattle Grids
2022CM02	Exton	Empingham Road	North Brook Bridge	Stamford Road
2022CM03	Wing	Lyndon Lane	Railway Bridge	Lyndon
2022CM04	Barrowden	Back Lane	Wakerly Rd	Life Hill
2022CM05	Clipsham	Bidwell Lane	Main Street	End
2022CM06	Langham	Church Street	Bridge Street	Ashwell Road
2022CM07	Belmesthorpe	Newstead lane	Belmesthorpe	County Boundary
2022CM08	Braunston	Wood Lane	30mph limit	Braunston Rd
2022CM09	Burley	Church lane	B678	End
2022CM10	Ketton	Stamford Road	Church Road	Bull Lane

Footway Dressing Programme (Budget £50,000) - Identified from visual footway inspections.

SCHEME ID	PARISH	ROAD NAME	FROM	TO
2022SS01	Caldecott	Church Close	From junction of Main Rd A6003	to Village Hall
2022SS02	Uppingham	South View	From junction of London Road A6003	To junc of Station Rd / Queens Rd
2022SS03	Uppingham	South View, Beast Hill	2x stepped footway across hill	Reeves Yard
2022SS04	Nth Luffenham	Kings Road	Junction of Digby Rd	Edith Weston
2022SS05	Uppingham	Seaton Road	Cedar Close	Ash Close
2022SS06	Uppingham	Seaton Road	Access	
2022SS07	Uppingham	Ash Close	All	All
2022SS08	Uppingham	PROW	Johnson Road	Recent school works
2022SS09	Ketton	Northwick Road	Empingham Rd	Luffenham Road
2022SS10	Uppingham	Brooke Close	Seaton Road	All
2022SS11	Ketton	Bartles Hollow	Empingham Rd	All
2022SS12	Barrowden	Dovecote Close	Wakerley Road	All

Drainage Programme (Budget £50,000)- Identified from flooding occurrences in both 2019/20 & 2020/21 and further investigatory work in 2021/22. The number of projects completed in 2022/23 with depend on scope of the projects following any outstanding investigation works.

Scheme ID	Parish	Road Name	From	To
2022D15	Langham	Oakham Road/Burley Road	A606	Harebell Close
2022D02	Ketton	Aldgate	no.5	Juniper Lodge
2022D03	Tinwell	Casterton Lane	Springside	Fourwynds
2022D04	Lyndon	Church Road	no.4	The Firs
2022D05	Greetham	Main Street	no.3a	no.15
2022D06	Morcott	Wing Road	Old trench/trough	Brook (watercourse)
2022D07	Ashwell	Cottesmore Road	Woodside	The Croft
2022D08	Whissendine	Ashwell Road	no.38	no.43
2022D09	Burley	Cottesmore Road	Home Farm Close	Culvert on the opposite side of the c/way
2022D01	Manton	Cemetery Lane	The cemetery	End of the Lane

Appendix B: Highways Asset Condition Surveys.

Carriageways	Machine based surveys	Frequency
	SCANNER (Surface Condition Assessment for the National Network of Roads) – A driven survey with lasers to identify defects in the carriageway i.e. potholes rutting, cracking, areas where the surface is deteriorating and processed by 'on-board' computers. It produces a Road Condition Indicator (RCI) and it allows the deterioration on one section of road to be compared with another. It produces a prioritised listing of different lengths of carriageway for the highway engineer to amalgamate into schemes and treatments such as surface dressing, patching, resurfacing and proprietary products.	Annual
	Sideway-force Coefficient Routine Investigation Machine – Measures the wet skid properties of the carriageway with a priority on bends and at junctions. Through a series of investigatory levels determines whether some form of intervention is required. These may be a resurfacing, a high skid resistance material or skid warning signs. The highway engineer reviews the outputs of the investigation and prioritises any treatments.	Annual
	Visual Inspections	
	Highway inspectors undertake regular carriageway inspections to identify defected requiring reactive interventions, roads needing proactive programming of patching and other maintenance functions. This information is also used to repudiate insurance claims with evidence that the authority is doing everything practical to keep the network safe.	Monthly to annual, depending on classification or road
	GAIST Visual Inspection survey – GAIST is a company specialising in supporting local authorities in managing highway assets. Their survey consists of them taking a high definition video of the whole highway network from a moving vehicle. This is then processed by a specialist team of surveyors who review the video and identify defects to the carriageway such as potholes, areas of deterioration and cracking. They are less able to identify rutting and some other defects. The GAIST visual inspection data is added to the SCANNER and SCRIM data and via a series of algorithms gives the carriageway network ratings of between 1 and 5 (5 is bad) it also gives the percentage of the section at the condition rating. The condition ratings are combined giving each section	Annually
	an overall condition rating. The output allows the highway engineer to assign appropriate length schemes and treatments allocated to the carriageway network.	
Footways	Footway Network Survey (FNS) - This is a visual condition survey for footways and is undertaken systematically to all the footways to identify the main defects (potholes, cracking and other defects). This gives each section a condition rating and allows the highway engineer to prioritise the worst sections for treatment.	Not undertaken, footways are inspected during the road inspection by the inspectors
Structures	Highway structures are generally bridges and culverts over 1.0 m in diameter, retaining walls and the like. They may be a can be a proper bridge or just a large preformed pipe, which may be circular in diameter or a 'box culvert'. Irrespective they are treated in the same way and are the subject of a structural general inspection (annual) which is a general check on its condition, what may have deteriorated since the last inspection. There is also a structural principal inspection (every 6 years) and is a detailed inspection of the structure, and may require physical checks, and detailed investigations. The output of each are written up as structural reports and reviewed by a competent bridge engineer. It set out the recommended proactive maintenance work, the reactive maintenance work and, any structural deficiencies which may need short term traffic restrictions and any structural maintenance work necessary to restore the integrity of the structure. Leicestershire County Council structures team provides help and support for the management of our structures.	Principal – 6 yearly General – annually
Street Lighting	All street lighting columns are the subject of a visual inspection when an operative attends site to affect any repair. This will identify any visual defects associated with the column and if any action is needed. This information should be held against the column on the highway asset management database and used to determine a column replacement programme. Additionally, there are a series of structural and column wall thickness tests all designed to provide condition data. Most of these are expensive and are part of a long-term programme.	Visual when fault has been reported, others not used on a preventative basis

Traffic Signals	The main traffic signal assets are the signal posts and the equipment cabinets. As with streetlights, these are the subject of visual inspections when operatives visit site, but as faults are generally few and far between, the proxy condition survey is using the age of the assets and of the traffic signal systems. Modern signal systems include self-diagnosis for faults and traffic flow smoothing to allow for peaks and troughs in traffic. Leicester City Council's traffic control team provide support and advice to Rutland for all traffic and pedestrian lights.	When faults have been detected.
Traffic signs, lines and studs	The most effective method of inspection of traffic signs and lines and road studs is from a driven survey by the highway inspectors during the day and at also night to determine the extent of the observed condition of each at the different times of the day. Signs should be reflective at night, be clean and may be obscured by trees and hedges. There are a number of technologies being trialled to collect condition data, including the use of artificial intelligence, to capture asset data, however these can be expensive and are subject to an amount of data sorting post inspection and prioritisation. Generally, the replacement of these assets is from the revenue budget, unless it's a part of a larger scheme.	As part of the visual inspection, of the carriageway
Highway drainage	Highway drainage consisting of road gullies, offlet kerbs (the hole in a kerb for water disposal). Beeny Blocks (a series of holes in the kerb where the water flows away), grips (channel cut in rural verges) pipes and outfalls. It is the highway asset with the least inventory data that has been collected and its condition is also least known. The main flood areas are those where we have captured some drainage inventory and condition data. This information is used to prioritise sites for improvement with those sites where properties could flood of the highest priority. The highway engineer determines the works programme on a risk-based approach.	Reactive basis

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CABINET

8th March 2022

FUEL CARD CONTRACT PROCUREMENT & AWARD

Report of the Portfolio Holder for Planning, Highways and Transport

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/280122	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr I Razzell Portfolio Holder for Planning, Highways and Transport	
Contact Officer(s):	Penny Sharp – Strategic Director-Place	psharp@rutland.gov.uk
	Emma Odabas –Acting Senior Transport Manager	01572 720923 eodabas@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the procurement mode and criteria for the award of RCC’s Fuel Card contract.
2. Delegates authority to the Strategic Director for Places in consultation with the Portfolio Holder with responsibility for Transport to award the contract resulting from this procurement.

1 PURPOSE OF THE REPORT

- 1.1 This report sets out the procurement process to be followed and proposed award criteria for the procurement of the Council’s Fuel Card contract, along with recommendations for approval and delegation of final award.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Rutland County Council (RCC) operate a fleet of vehicles which allow staff to deliver essential services, currently including:

- Staff Car Club – All staff
- Transport Operations – delivery of Local bus, home to school, post-16, SEN and Adult Social Care transport
- Library Services
- Premises Team
- Public Rights of Way
- Environmental Services

2.2 RCC Currently has a fuel card arrangement in place with Allstar Fuel Services which will reach the end of its 4 year contract on 16th September 2022. The new contract needs to be in place by the end of the current contract to ensure that there is no interruption to fuel supply to the fleet.

2.3 The current contract covers the supply and payment of fuel as well as administration and account management of the fuel card scheme.

2.4 In 2018 when procurement last took place, alternative options were considered and ruled out for the purchase of fuel, and those options included:

- purchasing large fuel tanks with a contract for bulk top-ups
- issuing purchasing cards to all staff
- Setting up a contract with 1 local fuel station only
- Requiring staff to pay for the fuel initially then claim back on expenses

2.5 The benefits of having a fuel card contract in place are:

- A fuel card contract represents best value as we receive a discount on the price at the pump for all fuel.
- Fuel cards provide accurate and detailed reports of the fuel usage of each vehicle, allowing RCC to pinpoint any inefficiencies within our fleet, and improve fuel economy.
- Fuel cards provide the ability to keep track of fuel spend easily and eliminates any issues with lost receipts and unrecorded transactions.
- All transactions for fuel and oil services are tied into one easy-to-read invoice and can be viewed on an account management tool.
- Reports available as part of the contract to help RCC to track carbon use and potentially assist with reviews on reducing carbon footprint.

2.6 The position for Rutland's fleet has not changed since the last evaluation of options and associated risks and so a fuel card remains the best option to meet the needs of Rutland provided the new contract achieves the following:

- Value for money
- Easy monitoring of transport carbon emissions
- Avoid interruption of fuel supply to fleet

- Easy to use and adequate coverage in the area
- Resilience of supply
- Enabling budget monitoring
- Flexibility to include other fuels eg EV charging

3 CONTRACT REQUIREMENTS

- 3.1 It is anticipated that a further 4 year fuel card contract will meet the needs of RCC's fleet usage going forward. A similar specification will be used to that of the previous tender in 2018 but with additions relating to low emissions and alternative sources of fuel, such as electric charging, to cater for any fleet changes we may make to reduce carbon emissions.
- 3.2 A key requirement for RCC is that there are two or more fuel stations in Oakham (where the main offices are) and five or more fuel stations in Rutland as a whole, where the suppliers fuel card is accepted for both petrol and diesel. There must also be sufficient fuel station coverage within the east midlands. The scoring criteria for the 'network coverage' element has been tailored to reflect these requirements.

Cards

Total: 44 Current cards in use.

	Annual usage (Litres)	Annual spend - all fuel
Diesel	32,510	£61,000
Petrol	12,980	

- 3.3 Due to the existing fuel card contract expiring in September 2022, a replacement contract is now due for tender to ensure contract award takes place with no gap in fuel supply service.

4 PROCUREMENT MODEL

- 4.1 An invitation to tender via a suitable framework will be advertised and is to be issued with support from the Welland Procurement Unit. We are currently awaiting the launch of a new Crown Commercial Services framework to compare against the NHS framework to ensure the most suitable route for procurement is selected. The procurement will follow the appropriate process in line with the Council's Contract Procedure Rules. The value of the contract for a 4-year period combined is above the EU threshold.
- 4.2 The specification will be based around our existing fleet requirements but will also allow for any possible changes to fleet and requirements over the next 4 years.

5 AWARD CRITERIA

- 5.1 Each written Further Competition will be scrutinised by a small panel and each scoring criterion will be awarded points as per the award criteria detailed in Appendix A.

- 5.2 Companies must meet quality criteria (initial screening) in order to be eligible to tender. These have been developed with support from the Welland Procurement Unit. In addition, service specific criteria are used.

Basis of award

- 5.3 Contracts will be awarded on the basis of 50% cost and 50% quality to a bidder provided the chosen framework allows this option.

Power to award contracts

- 5.4 Cabinet approval is sought to delegate authority to the Strategic Director for Places in consultation with the Portfolio Holder with responsibility for Transport to award the contracts resulting from this procurement.

6 CONSULTATION

- 6.1 This report has been developed in consultation with the Portfolio Holder.

7 ALTERNATIVE OPTIONS

- 7.1 The contract award could be brought back to Cabinet for approval rather than delegated to the Strategic Director for Places in consultation with the Portfolio Holder. However, this approach would delay the award and may impact the Council's ability to deliver its statutory obligations.

8 FINANCIAL IMPLICATIONS

- 8.1 The contracts to be awarded will be funded via the existing budget allocations for transportation split between fleet management and staff car scheme.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

- 9.1 The fuel card contract procurement has been drawn up with the Welland Procurement Unit, in line with the requirements of the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.

10 EQUALITY IMPACT ASSESSMENT

- 10.1 An EIA screening form has been completed and a full assessment is not required.

11 COMMUNITY SAFETY IMPLICATIONS

- 11.1 The Council is required by Section 17 of the Crime & Disorder Act 1998 to take into account community safety implications. No implications found.

12 HEALTH AND WELLBEING IMPLICATIONS

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

13 DATA PROTECTION IMPLICATIONS

- 13.1 A data protection impact assessment has not been completed as there are no data protection implications.

14 ORGANISATIONAL IMPLICATIONS

- 14.1 TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) and subsequent amendments will not apply to the Fuel Card procurement.

15 ENVIRONMENTAL IMPLICATIONS

There are no direct environmental implications associated with the processes involved in the procurement and award of a fuel card contract. Fuel cards are viewed as a simple and cost-effective way to track and manage fuel related carbon emissions.

16 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 16.1 It is recommended that the decision to award the contract is delegated to the Strategic Director for Places in consultation with the Portfolio Holder with responsibility for Transport. This will speed up the process and decisions will be made in line with criteria in this report.

17 BACKGROUND PAPERS

There are no background papers attached to this report.

18 APPENDICES

- 18.1 Appendix A – Fuel Card Contract Scoring Criteria

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

APPENDIX A – Fuel Card Contract scoring Criteria

1) Network coverage

Please indicate your area of contract coverage within the East Midlands as per map supplied. For those fuel stations in Rutland the location details have been updated so that you can see the village/ town to which the postcode relates.

Please note – some postcodes have more than one fuel station.

2) Fraud prevention

please provide brief details of your anti-fraud measures, including, but not limited to:

- Anti-fraud measures on cards.
- Controls on products.
- Anti-fraud measures/ checks on fuel card and vendor staff.
- General account security.
- Fraud reporting procedures.
- Proactive fraud prevention measures.
- Fraud investigation and follow up
- General Data Protection Regulations (GDPR).

3) Price

Please complete the response spreadsheet for the individual fuel - outlining your fees and associated pricing for both diesel and petrol transactions.

Diesel

Estimated Annual Contract Spend (gross)	Card Fees	Transaction Fee	Transaction Fee at 'Preferred Brand'
(£/Customer/Year)	(£/Card/Year)	(£/Card/Transaction)	(£/Card/Transaction)
£41,000			

Estimated Annual Contract Spend (gross)	Rebate (30 Day Settlement Terms) (Pence Per Litre - PPL)
(£/Customer/Year)	
£41,000	

Petrol

Estimated Annual Contract Spend (gross)	Card Fees	Transaction Fee	Transaction Fee at 'Preferred Brand'
(£/Customer/Year)	(£/Card/Year)	(£/Card/Transaction)	(£/Card/Transaction)
£20,000			

Estimated Annual Contract Spend (gross)	Rebate (30 Day Settlement Terms) (Pence Per Litre - PPL)
(£/Customer/Year)	
£20,000	

Element	Percentage of total score available	Scoring criteria and points available
Quality (50%of available points)	40%	<p>Network coverage (40 points) – consideration will be given to available forecourts in:</p> <ul style="list-style-type: none"> - Oakham (20 points), - Rutland (10 points) and - the East Midlands (10 points). <p>For reference, the response spreadsheet highlights in green Rutland postcodes at which there is a fuel station.</p>
	10%	<p>Fraud prevention (10 points) – consideration will be given to the following issues, although you are also free to refer to any other fraud prevention measures not included in this list:</p> <ul style="list-style-type: none"> - Anti-fraud measures on cards. - Controls on products. - Anti-fraud measures/ checks on fuel card and vendor staff. - General account security.

-
- Fraud reporting procedures.
 - Proactive fraud prevention measures.
 - Fraud investigation and follow up.
 - General data protection regulations.

Pricing (cost effectiveness & price) (30% of available points) 50%

Fees and rebates (50 points) – your score for pricing will be calculated based on the total cost of diesel and petrol fees (when factoring in the estimated usage outlined in our profile – section 6), against the total rebate available for diesel and petrol fees (again, when factoring in the estimated usage in our profile – section 6).

Points will be allocated as follows and will be based on the combined diesel and petrol fees and rebate.

- Where the fees balance the overall rebate = 0 points
- Where the fees outweigh the overall rebate = 0 points
- Where the fees are outweighed by the overall rebate then the following formula will be used to calculate the percentage of points awarded:

(your rebate/the highest rebate received from all bidders)*100 = % of points allocated

CABINET

8 March 2022

**CLEANING CONTRACT – EXTENSION REQUEST AND
PROCUREMENT OF NEW CONTRACT**

**Report of the then Portfolio Holder for Policy, Strategy, Partnerships, Economy and
Infrastructure**

Strategic Aim:	Customer Focussed Services	
Key Decision: Yes	Forward Plan Reference: FP/070122	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr Oliver Hemsley - Leader of the Council and Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure	
Contact Officer(s):	Mona Walsh Head of Property Services	Tel: 01572 7208391 MWalsh2@rutland.gov.uk
	Diane Grattage Senior Building Surveyor	Tel: 01572 7208254 Dgrattage@rutland.gov.uk
Ward Councillors	Not applicable	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the extension of the existing cleaning contract of Council properties to 31 March 2023 at an estimated cost up to £141,756pa for 12 months ending 31 March 2023, including consumables and laundry but excluding exceptional events such as deep cleaning following a Covid-19 event.

1 PURPOSE OF THE REPORT

- 1.1 This report seeks approval to extend the existing cleaning contract with S4 Facilities Ltd (trading as Extra Fresh) for cleaning of RCC properties, pending procurement of a new cleaning contract. This will ensure service continuity allowing the contract to be placed with the minimum delay and service disruption.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Cleaning of all Council properties is provided by S4 Facilities Ltd (trading as Extra

Fresh). The existing contract commenced on 1 Dec 2017 and expired on 31 March 2021. In March 2021 Cabinet approved an extension from 1 April 2021 to 31 March 2022, to allow a new cleaning contract to be procured given the impact of Covid on staff resources.

- 2.2 In March 2021 Cabinet authorised the Strategic Director Places in consultation with the then Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, Resources (other than Finance) and Property and the Director for Resources to determine a procurement route, award criteria and if a suitable supplier or suppliers are identified, move forward and award a contract.
- 2.3 Procurement of the new contract has been delayed as a result of the need to carry out measured surveys of RCC property assets to determine the scope of work required and ongoing discussion with Council services about their operational requirements. The asset condition survey work that is currently underway will inform the new procurement. As a result, RCC wishes to extend the existing contract from 1 April 2022 to 31 March 2023, whilst a new cleaning contract is procured, at an estimated cost up to £141,756, including consumables and laundry which are charged based on supply and usage. The estimated cost is exclusive of exceptional events such as deep cleaning following a Covid_19 outbreak.
- 2.4 The Council has engaged Welland Procurement to progress the procurement of the new contract. Pre-procurement planning commenced during 2021 and the process will be progressed during 2022. The procurement will be compliant with the Council's Contract Procedure Rules (CPRs) and Public Contract Regulations 2015. The Council will undertake a 'further competition' process via Crown Commercial Services DPS (Dynamic Purchasing System) RM6130: Building Cleaning Services, which shall permit the incumbent and any interested local suppliers/ SME the opportunity to on-board onto this DPS and take part on the tendering process during 2022.
- 2.5 The new contract will be structured to be flexible and enable the Council to amend or flex cleaning requirements to reflect property use, occupation and environmental events as they occur.
- 2.6 Extension of the existing contract to 31 March 2023 is estimated to incur a total contract spend of up to £664,910, including consumables and laundry but excluding exceptional events related to Covid_19. In accordance with CPRs Regulation 17.3.9 contracts with a total value above £500,000 can only be extended with the authorisation of Cabinet.
- 2.7 S4 Facilities Ltd (trading as Extra Fresh) have confirmed that there have been recent changes to its constitution but that the contracting company remains unchanged. Appropriate due diligence checks will be completed to ensure the continuing robustness and ability of S4 Facilities Ltd (t/a Extra Fresh) to provide the services required. The extended contract will include an early termination clause so that the Council can terminate in the event of non-performance and/or completion and award of the new cleaning contract.

3 CONSULTATION

- 3.1 Informal consultation has taken place with the Portfolio Holder for Property,

Strategic Director Places, Principal Solicitor (Deputy Monitoring Officer) and the Council's Commissioning Manager about the contract extension and planned procurement.

- 3.2 Consultation was also undertaken with S4 Facilities Ltd who have confirmed their agreement to the contract extension.

4 ALTERNATIVE OPTIONS

- 4.1 Not extending the contract would result in the Council needing to find an immediate alternative solution to maintaining the cleanliness and safety of its properties. This would either involve sourcing 'one-off' off-contract provision which would be likely to incur additional cost. Alternatively it may be necessary to reduce the use of operational properties if cleaning standards could not be maintained in the absence of a provider.

5 FINANCIAL IMPLICATIONS

- 5.1 The contract sum of £142,000 can be met within existing budgets.
- 5.2 Exceptional costs in relation to Covid cannot be met within existing budgets. The Council is holding £343k within the earmarked reserve for Covid related expenditure and this will be used to fund any exceptional costs.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 As referred to in Section 2 above procurement of the new cleaning contract will be through an existing ESPO Framework (Total Cleaning Services Framework No 263), meeting Public Procurement Regulations 2015 and RCC Financial Regulations and providing a secure, robust and simplified process.
- 6.2 In accordance with CPRs Regulation 17.4.5 contracts with a total value above £500,000 and up to £1M can only be extended with the authorisation of Cabinet. The extension of the existing contract to 31 March 2023 is estimated to incur a total contract spend of up to £664,910.

7 DATA PROTECTION IMPLICATIONS

- 7.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues impacting on others.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact questionnaire has not been completed as there are no adverse or other significant risks / issues.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 Extension of the contract, pending procurement of a new contract, will ensure that all Council properties are cleaned regularly, providing a safe environment to all users.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 Provision of clean properties will ensure workers and visitors to the properties are

able to carry out their daily activities safely.

11 ORGANISATIONAL IMPLICATIONS

11.1 Environmental implications

11.2 Environmental implications will be responsibly managed in accordance with COSHH and waste management obligations associated with use of chemicals in the cleaning activities and proper disposal of waste materials generated as part of the process.

11.3 Human Resource implications

11.4 We are advised existing S4 Facilities Ltd's staff are self-employed and no TUPE implications are expected. The Council's 3 members of cleaning staff, currently work 24hrs per week hours in total. They will continue to operate as direct employees during the interim solution but will be subject to consultation processes as part of any new transition contract arrangements in accordance with TUPE law.

11.5 Procurement Implications

11.6 The extension of the existing contract and procurement of the new contract will be in accordance with the Councils RCC Financial Regulations. The Council's Commissioning Manager will continue to be closely involved in all aspects of this matter.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

12.1 It is vital that the Council continues to have clean and safe properties for its staff and other service users. The proposals set out in this report will ensure that the Council maintains the required level of cleaning at its properties whilst procuring a new and robust cleaning contract reflecting the current and future needs.

13 BACKGROUND PAPERS

13.1 There are no additional background papers to this report.

14 APPENDICES

14.1 There are no appendices.

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CABINET

8th March 2022

FAMILY HUB

Report of the Portfolio Holder for Education & Children Services

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/031221	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr David Wilby Portfolio Holder for Education and Children's Services	
Contact Officer(s):	Dawn Godfrey Strategic Director Children and Families	01572 758358 dgodfrey@rutland.gov.uk
	Bernadette Caffrey Head of Service Early Help SEND and Inclusion	01572 722943 bcaffrey@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

1. That Cabinet.

Notes the development of a national and local Family Hub programme and that Cabinet endorses the opportunities the Family Hub provides, to build upon our existing services in Rutland.

1 PURPOSE OF THE REPORT

- 1.1 To update Cabinet on the national and local Family Hub programme and to note the opportunities and actions to develop a Family Hub for Rutland.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Government has made a commitment to Family Hubs, as set out in its Manifesto, and is investing over £14m to champion Family Hubs. This includes a new National Centre for Family Hubs to provide expert advice, guidance, and advocacy, an evaluation innovation fund to build the evidence base, and data and digital products to help professionals collaborate and plan with families in the early years. The Department for Education, is leading this work.

- 2.2 In November 2021 the Government announced £500 million towards families and early years services, in line with their 2019 manifesto promises. £82 million specifically for Family Hubs. The Minister for Families, Will Quince, at the launch of the National Centre for Family Hubs, stated, “The Government believes in the family hub model.”
- 2.3 The national Family Hub programme is intended to be a system-wide model of providing high-quality, joined-up, whole-family support services. There are a number of key national policies and initiatives which are informing Family Hubs, such as the Department for Health and Social Care (DHSC) - ‘Best Start in Life, 1001 Critical days’, the Department of Levelling Up, Housing and Communities, (DLUHC) - Supporting Families Programme, (formerly Troubled Families), and Early Help System Guide and the Department of Work and Pensions, (DWP), - Reducing Parental Conflict. Rutland County Council are engaged in and delivering on each of these programmes.
- 2.4 A review into improving health and development outcomes for babies in England, titled the ‘Early Years Healthy Development Review’, started in 2020. The initial task was to create a vision for ‘brilliance’ in the 1,001 critical days from conception to age two of a child’s life. The Review was carried out during the height of the coronavirus pandemic, but it is intended to inform longer term work.
- 2.5 England’s Chief Medical Officer said that “COVID-19 is likely to have an impact on public health globally, in the UK, and in England specifically, for many years”. As we set about improving the public health of the nation, we must place our youngest citizens at the centre of our work to build back better.
- 2.6 An outcome of the Development Review is to get in place a national infrastructure of Children and Family Hubs which would be a centre point of support for children and families. They would act as the gateway to multiple services and the teams within them would be responsible for co-ordinating early years services and support across the local area, to ensure all children who need help get it. The Development Review’s areas for action are:
- Seamless support for new families
 - A welcoming Hub for the family
 - The information families need when they need it
 - An empowered Start for Life workforce
 - Continually improving the Start for Life offer
 - Leadership for change

3 WHAT IS A FAMILY HUB?

3.1 Family Hubs are intended to deliver services from conception, through a child's early years until they reach the age of 19 (or 25 for young people with special educational needs and disabilities). It is a mix of physical and virtual spaces, as well as outreach, where families can easily access non-judgmental support for the challenges they may be facing. A Family Hub should provide a universal 'front door' to families, offering a 'one-stop shop' of family support services across their social care, education, mental health, and physical health needs, with a comprehensive 'Start for Life' offer for parents and babies at its core.

3.2 Why do we need Family Hubs?

- i) There have been serious consequences as a result of the disruption to services during the pandemic. The 'Babies in Lockdown' survey of over 5,000 parents of 0- to two-year-olds found nine out of ten parents and carers experienced higher levels of anxiety during lockdown. 25% reported concern about their relationship with their baby. Work is being undertaken to understand the effects of the coronavirus lockdowns on babies and their carers. More research is underway to understand the particular challenges that the pandemic has brought for disabled babies and their parents.
- ii) Both the national and our local Rutland feedback from families and service providers during the coronavirus pandemic, has highlighted how important it is to be able to meet other parents and get face to face support; it is not the same when services are only available via phone or video call. In order to give every baby, the best start for life, families need places they can go to get support, they need to know where these places are, and they need to know exactly how to access them.
- iii) Raising children in the midst of other challenges is far from easy and families do not just need support when children are young. When early help is not available and parents have to struggle alone, children often have more physical and mental health problems, under-perform at school and are much less likely to fulfil their potential in other areas. Every year increasing numbers of children are taken into local authority care. More effective early intervention is needed in every community to reverse this trend.

3.2.1 What do Family Hubs Offer?

3.2.2 Each Family Hub is intended to be bespoke to the local community it serves, however there are three key delivery principles that underlie all Family Hubs, which are:

- **ACCESS** to services which is clear and simple for families.
- **CONNECTIONS** connects to universal service, (those available to all families) and focussed support for vulnerable families. It will be a space and place for professionals and the voluntary and community sectors to work

together facilitated by co-location, robust data-sharing arrangements, and a common approach to their work.

- **RELATIONSHIPS** which focus on the strengths in a family and a trusting relationship with professionals, reflecting our Signs of Safety approach in Rutland.

3.2.3 A hub approach allows families to access face to face and digital support from public, private, and voluntary organisations at a single place.

3.2.4 Family Hubs services will reflect the local need and be based on a robust and accurate assessment of need, using standard datasets such as the JSNA, the Public Health profiles and equally important speaking to children, young people, and families themselves. Family Hubs will be welcoming, family-focused centres for every new family during pregnancy and beyond. Local Family Hub networks may consist of both physical and virtual places where services to support families come together, from birth registration to midwifery, health visiting to mental health support and parenting courses to infant feeding advice. All of the many 'wrap-around' services provided by local authorities, health or voluntary organisations – ranging from debt and housing advice and relationship support services to language classes and support to overcome domestic abuse, substance abuse or to improve wellbeing, employment support and adult education, engaging fathers, family law, outreach and access, special educational needs and disability (SEND) advice and support, and youth services can also be accessible through Family Hubs.

4 CONSULTATION

4.1 Our Family Hub will deliver support services early, when families need them, particularly in the first 1,001 days, and services delivered will reflect the needs of Rutland families, informed by a robust needs assessment and data analysis, and in line with our Strategic Children's Plan which is to focus on our vulnerable families, families who have special education needs or a disability, or those groups who are experiencing exclusion. We are using the information from the Rutland Conversation, the consultation feedback from children, young people and adults, on the Children's Plan, to shape our Family Hub Plan. Parents and carers will be invited to be part of a steering group to work on the design and plan for the Family Hub

5 ALTERNATIVE OPTIONS

5.1 The national Development Review heard that it can be difficult for parents and carers to ask for help, in part because they fear they will be judged. Some people specifically mentioned that Sure Start Children's Centres can be perceived as places for those who need help with specific problems. This can dissuade families from accessing services, as they fear being perceived as a 'bad parent'. Rutland Children's Centre team has work with the community and its partners, such as GPs midwives and health visitors to make it easier for families to feel it is OK to

need support and to ask for help, and to remove the stigma many parents feel. The Review suggests that one of the ways to do this is to make each Family Hub a place where parents go to do the things that every parent does, for example, registering the birth of a baby.

- 5.2 The learning from Covid ways of working, will be utilised to create a more flexible and accessible offer to families, families wanted a blended approach to information and advice, through virtual and face to face contact including, evenings and at weekends.
- 5.3 The virtual offer could include opportunities for families to self-refer to some face-to-face services where appropriate or self-serve virtual support and could also ensure ongoing information about needs, and any gaps in services, continue to be gathered beyond the initial feasibility study (by tracking enquiries and demand).

6 FINANCIAL IMPLICATIONS

- 6.1 There is no dedicated long-term funding for additional personnel or resources and the Family Hub programme will be reliant on utilising existing resources across the partnership system and may involve contributions in kind and new ways of working. The National Centre for Family Hubs and the regional support team are providing Local Authorities with advice and support to build a Family Hub network, including incorporating existing Sure Start Children's Centres into their network where appropriate.
- 6.2 The Department of Education have allocated £40,000 to each Local Authority to build capacity to set up the programme. This is a one-off grant which is expected to be spent as soon as possible. There are unconfirmed reports that the DfE will release further transformation money in the next financial year once Local Authorities have prepared their proposed Plans.
- 6.3 The Local Authority is working with Public Health colleagues on the new contract for the 0 to 19 Healthy Child Programme and the model features health services delivered from a Family Hub , and the 11 plus years element of the contract being specifically to work with and in the Family Hub.
- 6.4 There is no capital funding for this programme, any increased or new physical space will have to come from existing assets. Consideration needs to be given to the outcome of the Corporate Asset review to utilise spaces effectively, efficiently and in a joined-up way.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Rutland Children and Young People's Partnership will

provide the strategic oversight for the Family Hub programme. Discussions and agreement have taken place at the existing Children's Centre Governance Group in January 2022, to revise the Terms of Reference and purpose of the group to hold operational oversight of the wider agenda and age range of 0 to 19, and up to 25 years for children with SEND.

- 7.2 A Steering group to include service users will work with the Programme Manager to undertake a needs assessment and work up a Delivery Plan over the next 12 months.

8 DATA PROTECTION IMPLICATIONS

- 8.1 An outcome of the programme is to improve data sharing pathways and shared case management systems, which will reduce a need for families to retell their story.
- 8.2 There are information sharing agreements in place already, between the Children Centre and Health services, and across the partnership through the Supporting Families, (formerly the Troubled Families), programme.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 Our Family Hub will deliver support services early, when families need them, particularly in the first 1,001 days, and services delivered will reflect the needs of Rutland families, informed by a robust needs assessment and data analysis, and in line with our Strategic Children's Plan which is to focus on our vulnerable families, families who have special education needs or a disability, or those groups who are experiencing exclusion.
- 9.2 Having a place to go to is important for families but a single, centralised location will not be able to meet the needs of all families in a community. More rural locations, such as Rutland, as well as more diverse communities, will need different specialist or outreach services that can form a part of the wider Family Hub network, but which are tailored for the particular needs of a community

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There is a real opportunity to build on our integrated Front Door to Children's services, where we have successfully implemented internal joint working with children's Social Care, Early Help, Community Safety and SEND and connected the wider partnership.
- 10.2 The Family Hub programme will build on the existing youth services offer and working closely with the community safety team. The new contract for the Youth Justice service for Rutland commissioned from Leicestershire County Council will reflect this integrated approach and local priorities.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 The Development Review and the learning from Children's Centres, heard two main problems that arise from 'targeted only' support. First, identifying vulnerable families can be challenging. Second, a targeted approach can leave families feeling stigmatised and therefore less willing to ask for help, even when they desperately need it. Therefore, it is important that our Family Hub workforce know how to sensitively refer families on for further support, including social work support where it is needed.
- 11.2 The 'Best Start in Life', and the Family Hub is one of the key priorities in the Health and Well Being Strategy and Place Plan.
- 11.3 Connections between the many professionals and volunteers supporting families can be easily formed, for example, if a family is 'handed over' from the midwife to the health visitor or introduced by the health visitor to a mental health professional at a Family Hub, it will be much easier to share vital information and concerns than when professionals are based in different locations. This also gives professionals and volunteers the opportunity to receive support, advice, and supervision together.

12 ORGANISATIONAL IMPLICATIONS

- 12.1 Environmental implications - It will be a challenge to have suitable physical spaces to deliver co-located services across a broad range of ages from 0 to 19, (25 years). The Corporate asset review may provide an opportunity to utilise space more efficiently to enable more services to operate together from one site and to support outreach work, such as our library and information service which provide services for children and adults and will be a key delivery partner. We will not lose the advantages of easy access and convenience for parents that virtual tools brought during the pandemic
- 12.2 Human Resource implications - Capacity in services to set up and engage in the programme, is a risk, especially the impact of the Covid pandemic on health and education services and the challenge in recruitment to key posts such as health visiting. The Department of Education grant has been utilised to put in place since 1st February 2022, an experienced Family Hub Programme Manager for 2 days a week for 12 months, to work with Children Services and Adult services teams and across the partnership to design and get in place a Family Hub for Rutland. Officers will contribute to the development work as part of their existing duties.
- 12.3 Procurement Implications - The procurement of the Healthy Child Programme, the Youth Justice service, commissioning of our special needs provision, especially our Early Years

provision, will reflect the local needs and contribute and be an integral part of the Family Hub programme for Rutland.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 13.1 That Cabinet, notes and endorses the opportunities which the Family Hub programme provides for Rutland, and which builds upon our successful Children Centre, our Youth Offer, and our strong early help partnerships, and close working with adult services and the health economy, and fits into the agenda of the Health and Well Being Strategy and our Rutland Children's Services Plan.

14 BACKGROUND PAPERS - THERE ARE NO ADDITIONAL BACKGROUND PAPERS TO THE REPORT

- 14.1 There are no additional background papers.

15 APPENDICES - THERE ARE NO APPENDICES

- 15.1 There are no additional appendices

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16

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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CABINET

8 March 2022

WRITE OFF OF IRRECOVERABLE DEBTS

Report of the Portfolio Holder for Finance, Governance and Performance, Change and Transformation

Strategic Aim:	All	
Key Decision: No	Forward Plan Reference: FP/011021	
Exempt Information	Appendix A of this report contains exempt information and is not for publication in accordance with Part 1 of Schedule 12A of the Local Government Act 1972. Further details can be seen in paragraph 13.1 below	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Saverio Della Rocca, Strategic Director for Resources (s.151 Officer)	01572 758159 sdrocca@rutland.gov.uk
	Andrea Grinney, Revenue and Benefits Manager	01572 758227 agrinney@rutland.gov.uk
Ward Councillors	Not Applicable -	

DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the action taken to recover outstanding debts.
2. Approves the write off of the debts shown in Exempt Appendix A.

1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek approval to write off debts, over the value of £2,500, where officers believe that there is little or no prospect of recovering them.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Overview

- 2.1.1 The Council collects council tax, business rates, overpaid housing benefit and

sundry debtor income. Every effort is made to collect all monies due by the most effective and appropriate method. This includes reminder letters, attachment of earnings and benefits, civil enforcement action and special arrangements to pay.

- 2.1.2 The Section 151 Officer (Director for Resources) has delegated authority to write off debts up to £2,500 and debts above that level are written off by Cabinet. Cabinet are being asked to write off debts of £80,265.49 which officers believe cannot be recovered.
- 2.1.3 The Council has a good track record of collecting debt and in the context of these collection rates, the level of proposed write off is relatively low. Current issues in relation to the type of debt are given below.
- 2.1.4 The Government introduced a new debt respite scheme called Breathing Space in 2020. In summary, debtors can apply for a standard 60 days breathing space or a mental health breathing space which lasts as long as the mental health crisis treatment plus 30 days. Detailed criteria apply for both. To date, the Council has received 18 standard cases and no mental health cases in 2020/21. The long term impact on collection rates has not yet been established but initial thoughts are that it will not have a significant impact.

2.2 Council Tax

- 2.2.1 The Council has above average collection rates. The national average for all councils in England and Wales is 95.7% for 2020/21. Our collection rates are typically around 97.8% in year. Both figures are lower than in previous years due to a combination of more support given to taxpayers through local council tax support and reduced recovery action being taken because of the Covid-19 pandemic. Our forecasted collection rate for 2021/22 is 98.4%.
- 2.2.2 There is one 'difficult to collect debt' with arrears totalling £6,583.98 where the statutory process has largely been exhausted. Officers are left with 3 choices: a) we monitor and continue to pursue as best we can; b) we write off the debt; c) we pursue committal action (but this can result in the debt being expunged if a prison sentence is given so this is only used as a last resort).
- 2.2.3 We are requesting write off of 4 debts totalling £7,337.42 where we are unable to trace the debtors, one case where the debtor has died totalling £8,148.08 and 2 debts amounting to £7,024.40 whereby the taxpayers have entered into an Individual Voluntary arrangement (IVA) with no prospect of any dividends being received.

2.3 Business Rates

- 2.3.1 The Council has above average collection rates, but Members should note that only c376 businesses (c20% of the businesses in Rutland) were required to pay the full charge in 2020/21 with many benefiting from reliefs. This has helped keep our collection rates high as most Small and Medium-sized Enterprises (SME) are not required to pay any rates.
- 2.3.2 One of our risk areas is around business failure or liquidation. In this event, we are a non-preferential creditor and as such we come below HM Revenues & Customs, employees' wages etc. as preferred creditors. In Rutland we regularly see new ventures struggling to stay in business and often close down. We are requesting

write off of eight cases that fall into this category totalling £36,010.11

- 2.3.3 We are requesting write off of 1 credit balances totalling £4,398.99 where the Rateable Value has been reduced retrospectively, but the company is no longer trading.

2.4 Sundry Debts

- 2.4.1 The Council raises on average £10m sundry invoices every year. There are two key types of sundry debt:

- a) Social care debtors
- b) Commercial rents

- 2.4.2 In terms of social care, people are often vulnerable i.e. have a learning disability, have dementia, are in and out of hospital. It is often difficult to contact the person to discuss payment of invoices and sometime family members have to take on managing the person's finances either informally or formally by Power of Attorney. If there are no family members or there are signs of financial abuse, we apply for Deputyship which takes a long time to obtain.

- 2.4.3 The process of recovering unpaid social care invoices is therefore not straightforward. It is a problem for many Councils. Currently we have 60 cases where there are debts outstanding of over 90 days old. These debts total £196k, of these:

- 23 debts are awaiting probate (£59k);
- 2 cases are waiting for the Court of Protection to award a deputyship order to enable RCC officers or family members to manage their finances (£44k); and
- 2 cases relate to a debtor who has been identified as vulnerable (£3.5k).

- 2.4.4 We are requesting write off of two debts totalling £24,077.52.

- 2.4.5 In terms of commercial rents, there are no debts to present for write off. Commercial tenants were given the opportunity to defer rental payments during the pandemic. Most tenants are now repaying debt and we have only one case where we believe there is a risk of non-recovery but repayments are being made. We have not reached write off stage in any cases.

3 CONSULTATION

- 3.1 Consultation is not required for any decision being sought in this report.

4 ALTERNATIVE OPTIONS

- 4.1 Cabinet could choose not to write off the debts but based on advice from officers this is not recommended.

5 FINANCIAL IMPLICATIONS

- 5.1 A bad debt provision is made for loss of collection for all debts and the provision is

sufficient to cover these write offs. When the provision is reset, any increase is charged to the Revenue Account.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 There are no legal and governance implications arising from this report.

7 DATA PROTECTION IMPLICATIONS

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

8 EQUALITY IMPACT ASSESSMENT

8.1 An Equality Impact Assessment questionnaire has not been completed as there are no specific issues arising from the write off of irrecoverable amounts.

9 COMMUNITY SAFETY IMPLICATIONS

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

10 HEALTH AND WELLBEING IMPLICATIONS

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

11 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

11.1 There is no prospect of collecting the debts detailed in Appendix A; it is therefore prudent to write off the debts.

12 BACKGROUND PAPERS

12.1 There are no additional background papers to the report.

13 APPENDICES

13.1 Exempt Appendix A – Appendix A is marked as ‘Not For Publication’ because it contains exempt information as defined in paragraph 2 of Part 1 of 12A of the Local Government Act 1972, namely information that is likely to reveal the identity of an individual.

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