

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

Telephone 01572 722577 Email governance@rutland.gov.uk

Members of Rutland County Council District Council are hereby summoned to attend the **TWO HUNDRED AND FORTY SECOND MEETING OF THE COUNCIL** to be held in the Council Chamber at Catmose, Oakham on **4 July 2022 commencing at 7.00 pm**. The business to be transacted at the meeting is specified in the Agenda set out below. Prior to the commencement of the meeting, the Chairman will offer the opportunity for those present to join him in prayers.

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

Although social distancing requirements have been lifted there is still limited available seating for members of the public. If you would like to reserve a seat please contact the Governance Team at governance@rutland.gov.uk The meeting will also be available for listening live on Zoom using the following link: <https://us06web.zoom.us/j/88947320215>

Mark Andrews
Chief Executive

A G E N D A

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

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

- 5) **MINUTES OF PREVIOUS MEETINGS** (Pages 5 - 24)

To confirm the Minutes of the 239th and 240th meetings of the Rutland County Council District Council held on 11 April and 9 May 2022.

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

To receive any petitions, deputations or questions received from members of the public in accordance with the provisions of Procedures Rule 25 and 26. The total time allowed for this is 30 minutes. Petitions, deputations and questions will be dealt with in the order in which they are received and any which are not considered within the time limit shall receive a written response after the meeting.

7) QUESTIONS FROM MEMBERS OF THE COUNCIL

To receive any questions submitted from Members of the Council in accordance with the provisions of Procedure Rules 27 and 28.

8) REFERRAL OF COMMITTEE DECISIONS TO THE COUNCIL

To determine matters where a decision taken by a Committee has been referred to the Council in accordance with the provisions of Procedure Rule 89.

9) CALL-IN OF DECISIONS FROM CABINET MEETINGS DURING THE PERIOD FROM 11 APRIL 2022 TO 4 JULY 2022 (INCLUSIVE)

To determine matters where a decision taken by the Cabinet has been referred to Council by the call-in procedure of the Scrutiny Committee in accordance with the provisions of Procedure Rules 149 and 150. As a result of the decision being deemed to be outside the Council's policy framework by the Monitoring Officer or not wholly in accordance with the budget by the Section 151 Officer, or otherwise not in accordance with Article 12.

10) REPORTS FROM THE CABINET

To receive Reports from the Cabinet on recommendations referred to the Council for determination.

a) CORPORATE STRATEGY 2022-27 (Pages 25 - 54)

To receive Report No. 120/2022 from the Cabinet.

b) CABINET RECOMMENDATIONS TO COUNCIL (Pages 55 - 172)

To receive Report No. 121/2022 from the Cabinet.

c) REPORT ON USE OF SPECIAL URGENCY PROVISIONS (Pages 173 - 176)

To receive Report No. 122/2022 from the Leader of the Council.

11) REPORTS FROM COMMITTEES OF THE COUNCIL (Pages 177 - 200)

a) To receive Report No. 123/2022 from the Constitution Commission and any other reports from Committees on matters which require Council approval because the Committee does not have the delegated authority to act on the

Council's behalf.

- b) To receive reports from Council Committees on any other matters and to receive questions and answers on any of those reports.

12) REPORTS FROM SCRUTINY COMMISSION / SCRUTINY COMMITTEES

To receive reports from the Strategic Overview and Scrutiny Committee on any matters and to receive questions and answers on any of those reports.

13) JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

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

14) NOTICES OF MOTION

To consider any Notices of Motion submitted by Members of the Council in accordance with Procedure Rule 31 in the order in which they are recorded as having been received.

15) POLITICAL BALANCE AND ALLOCATION OF SEATS TO POLITICAL GROUPS (Pages 201 - 206)

To receive Report No. 124/2022 from the Monitoring Officer.

16) ANY URGENT BUSINESS

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

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TO: MEMBERS OF THE COUNCIL

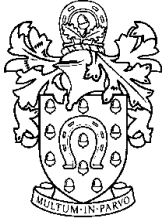
Councillor J Dale – Chairman of the Council
Councillor N Begy – Vice-Chairman of the Council

Councillor P Ainsley	Councillor E Baines
Councillor D Blanksby	Councillor K Bool
Councillor A Brown	Councillor G Brown
Councillor P Browne	Councillor J Burrows
Councillor W Cross	Councillor J Fox
Councillor S Harvey	Councillor O Hemsley
Councillor S Lambert	Councillor A MacCartney
Councillor M Oxley	Councillor R Payne
Councillor K Payne	Councillor R Powell
Councillor L Stephenson	Councillor L Toseland
Councillor A Walters	Councillor G Waller
Councillor S Webb	Councillor D Wilby
Councillor R Wilson	

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THE COUNCIL'S STRATEGIC AIMS

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



Rutland County Council

Catmose Oakham Rutland LE15 6HP.
Telephone 01572 722577 Facsimile 01572 75307 DX28340 Oakham

Minutes of the 239th **MEETING of the COUNCIL** held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on Monday, 9th May, 2022 at 7.00 pm

PRESENT:

Councillor J Dale (Chairman)	Councillor N Begy (Vice-Chairman)
Councillor P Ainsley	Councillor E Baines
Councillor D Blanksby	Councillor K Bool
Councillor A Brown	Councillor G Brown
Councillor P Browne	Councillor J Burrows
Councillor W Cross	Councillor J Fox
Councillor S Harvey	Councillor S Lambert
Councillor A MacCartney	Councillor M Oxley
Councillor K Payne	Councillor R Powell
Councillor L Stephenson	Councillor L Toseland
Councillor A Walters	Councillor G Waller
Councillor S Webb	Councillor D Wilby
Councillor R Wilson	

OFFICERS PRESENT:

Mark Andrews	Chief Executive
Marie Rosenthal	Monitoring Officer
Tom Delaney	Governance Manager
Jane Narey	Scrutiny Officer
Kate Haworth	Civic Officer

ABSENT: Councillor O Hemsley

1 **ELECTION OF CHAIRMAN OF THE COUNCIL**

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Mark Andrews, Chief Executive, took the Chair for this item.
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Nominations were invited for the position of Chairman of the Council for the 2022-23 municipal year.

It was proposed by Councillor E Baines that Councillor J Dale be elected as Chairman and this was seconded.

There were no other nominations and upon being put to the vote, with 21 votes in favour and 4 abstentions, the motion was carried.

RESOLVED

That Councillor J Dale be **APPOINTED** as Chairman of the Council for the 2022-23 municipal year.

Councillor Dale took the Chair and thanked Members for choosing to re-elect him for a further year, and set out his intention to continue carrying out his duties in as fair-handed a manner as possible.

2 ELECTION OF VICE-CHAIRMAN OF THE COUNCIL

Nominations were invited for the position of Vice-Chairman of the Council for the 2022-23 municipal year.

It was proposed by Councillor G Brown that Councillor N Begy be appointed as Vice-Chairman and this was seconded.

There were no further nominations and upon being put to the vote, with 19 votes in favour, 2 against and 4 abstentions, the motion was carried.

RESOLVED

That Councillor N Begy be **APPOINTED** as Vice-Chairman of the Council for the 2022-23 municipal year.

3 APOLOGIES

Apologies for absence were received from Councillor O Hemsley.

4 CHAIRMAN'S ANNOUNCEMENTS

The Chairman then read out a statement on behalf of Councillor O Hemsley, appended to the minutes, announcing his resignation as Leader of the Council. The Chairman thanked Councillor Hemsley for his dedication in his four years of service to the Council as Leader.

The Chairman then announced that since the last meeting of Council, he had attended Lord Lieutenant of Rutland's Parish Engagement Event and the Queen's Award for Enterprise Event both held at Oakham Council.

The Chairman also informed Members that it was intended to hold a Special Meeting of Council on 27 June in order to appoint an Honorary Freeman of the County, and further details would follow after the meeting.

The Chairman concluded by taking the opportunity to thank the outgoing High Sherriff of Rutland, David Wood, for his service to the county.

5 ANNOUNCEMENTS FROM THE HEAD OF PAID SERVICE

Mark Andrews, Chief Executive and Head of Paid Service, announced that Councillor I Razzell had resigned from the Council that afternoon and a Notice of Vacancy would be posted in due course.

The Chief Executive announced that he had received an urgent item of business from Councillor L Stephenson to ask Council to elect a new Leader of the Council

immediately and the Chief Executive and Monitoring Officer recommended that the Chairman take this item after Declarations of Interest.

The Chairman confirmed that he would take the urgent item of business after Declarations of Interest.

6 DECLARATIONS OF INTEREST

There were no declarations of interest.

7 ELECTION OF LEADER OF THE COUNCIL

An item of urgent business was introduced by Councillor L Stephenson, which called on Council to resolve that an election be held immediately to appoint a new Leader of the Council.

It was moved by Councillor M Oxley that an election to fill the vacancy in respect of the position of Leader of the Council be held immediately and this was seconded. Upon being put to the vote the motion was unanimously carried.

RESOLVED

That an election to fill the vacancy in office of Leader of the Council be held immediately.

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The Chairman then invited nominations for the position of Leader of the Council. It was moved by Councillor M Oxley that Councillor L Stephenson be appointed as Leader of the Council and this was seconded.

It was set out that Councillor Stephenson would be forming an alliance Cabinet composed of Members from across the Council Chamber and a number of Members spoke in support of the proposal and of Councillor Stephenson personally.

Several Members set out their disappointment that discussions and decisions had taken place outside of the meeting and concern was also expressed that there was only one candidate for Council to consider and vote on.

Councillor A MacCartney proposed that Councillor Oxley be put forward as Leader of the Council, but this was withdrawn when Councillor Oxley set out why he did not consider himself the best person for the role and was in complete support of Councillor Stephenson.

Upon being put to the vote, with 18 votes in favour, 5 against and 2 abstentions, the motion to appoint Councillor Stephenson was carried.

RESOLVED

That Councillor L Stephenson be **APPOINTED** as Leader of the Council for the remainder of the 2019-2023 term of office.

8 NOTIFICATION BY THE LEADER OF APPOINTMENTS TO THE EXECUTIVE

Councillor L Stephenson, Leader of the Council, thanked Members for their support in electing her as Leader, and announced her intended Cabinet as follows:

Councillor M Oxley
Councillor K Payne
Councillor R Powell
Councillor G Waller
Councillor D Wilby

It was confirmed by the Leader that a full list of portfolios and services would be announced by the end of the week.

Councillor G Waller addressed Council and set out that she would not take up the offer of a Cabinet position as insufficient information had been provided on the intended portfolios to enable the Liberal Democrat group to endorse the decision for her to enter the Cabinet.

In response, Councillor Stephenson set out her disappointment in Councillor Waller's response but reaffirmed her commitment to working with Councillors from all groups collaboratively.

Councillors R Powell and M Oxley set out their hope that having been appointed to the Cabinet, that it would be a chance to work collaboratively and constructively with all Members. Councillor G Brown also affirmed his support for the alliance Cabinet and the individuals appointed to it going forward.

9 REVIEW OF THE CONSTITUTION

Report No. 89/2022 was presented by Councillor L Stephenson, Leader of the Council. The report set out a series of constitutional changes recommended to Council by the Constitution Review Working Group

The recommendations of Report No. 89/2022 were moved by Councillor L Stephenson and seconded, upon being put to the vote, with 25 votes in favour the motion was unanimously carried.

RESOLVED

That Council:

- 1) **NOTED** the work of the Constitution Review Working Group and thanked its members for reviewing the Constitution and proposing the revisions detailed in the Report to ensure legal compliance.
- 2) **AGREED** to adopt the revised Contents and Part 1 - Introduction to the Constitution at Annex 1.
- 3) **AGREED** to adopt the revised Part 2 - Articles at Annex 2.
- 4) **AGREED** to adopt the revised Part 3 – Responsibility for Functions at Annex 3 including the new terms of reference for the Constitution Commission and the

Strategic Overview and Scrutiny Committee agreed by Council on 11 April 2022.

- 5) **AGREED** to adopt the updated terms of reference for the Health and Wellbeing Board at Annex 5 to be substituted into Part 3 of the Constitution.
- 6) **AGREED** to adopt the revised Part 4 – Procedure Rules at Annex 4.
- 7) **AGREED** to adopt the revised Public Speaking Scheme for Planning and Licensing Committee at Annex 6 into Part 5 of the Constitution.

10 **POLITICAL BALANCE AND ALLOCATION OF SEATS TO POLITICAL GROUPS**

Report No. 90/2022 was introduced by Councillor L Stephenson, Leader of the Council. The report requested a number of decisions relating to the political appointments to Committees.

The Chairman first invited a proposal on the recommendation on whether to adopt a political balance equation to include non-aligned Members as set out in Appendix A to the report.

It was moved by Councillor L Stephenson that Council adopt the political balance equation at Table A, including non-aligned Members. This was seconded and upon being put to the vote, with 25 votes in favour the motion was unanimously carried.

RESOLVED

That Council **ADOPT** the political balance equation at Table A of Appendix A to include all Councillors.

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The Chairman then invited a proposal on recommendations 2-5 of Report No. 90/2022. These were moved by Councillor Stephenson and seconded. Upon being put to the vote, with 25 votes in favour, the motion was unanimously carried.

RESOLVED

- 2) **APPROVED** the allocation of seats to Political Groups, as determined by the vote on political balance calculation, as set out in Appendix B.
- 3) **NOTED** the political group nominations for membership of the Council's Committees as set out in Appendix B
- 4) **APPROVED** the appointments of non-aligned Members to Committees as set out in Appendix B.
- 5) **AUTHORISED** the Strategic Overview and Scrutiny Committee to co-opt five Members on education matters only, in accordance with the Constitution and the Local Government Act 2000.

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The Chairman then explained that he would invite nominations for the position of Chairs of Committees in turn. Nominations were first invited for the position of Chair of the Audit and Risk Committee.

Councillor A Walters was proposed by Councillor M Oxley and seconded and Councillor J Fox was proposed by Councillor G Brown and seconded. Councillors Walters and Fox were given the opportunity to address Council setting out their suitability for the post.

Upon being put to the vote, with 17 votes for Councillor Walters, 7 for Councillor Fox and one abstention, Councillor Walters was duly appointed.

RESOLVED

That Councillor A Walters be **APPOINTED** as Chair of the Audit and Risk Committee for the 2022-23 municipal year.

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Nominations were then invited nominations for the Chair of the Conduct Committee.

Councillor A Brown was proposed by Councillor M Oxley and seconded. There being no further nominations Councillor A Brown was duly appointed.

RESOLVED

That Councillor A Brown by **APPOINTED** as Chair of the Conduct Committee for the 2022-23 municipal year.

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Nominations were then invited for the position of Chair of the Constitution Commission.

Councillor L Stephenson was proposed by Councillor M Oxley and seconded. There being no further nominations Councillor Stephenson was duly appointed

RESOLVED

That Councillor L Stephenson be **APPOINTED** as Chair of the Constitution Commission for the 2022-23 municipal year.

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Nominations were then invited for the position of Chair of the Employment and Appeals Committee.

Councillor G Waller was proposed by Councillor J Burrows and seconded. There being no further nominations Councillor Waller was duly appointed.

RESOLVED

That Councillor G Waller be appointed as Chair of the Employment and Appels Committee for the 2022-23 municipal year.

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Nominations were then invited for the position of Chair of the Planning and Licensing Committee.

Councillor N Begy was proposed by Councillor M Oxley and seconded and Councillor E Baines was proposed by Councillor K Bool and seconded. The Chairman invited both candidates to set out their suitability for the post.

Upon being put to the vote, with 12 votes for Councillor Begy and 13 for Councillor Baines, Councillor Baines was duly appointed.

RESOLVED

That Councillor E Baines be **APPOINTED** as Chair of the Planning and Licensing Committee for the 2022-23 municipal year.

Nominations were then invited for the potion of Chair of the Strategic Overview and Scrutiny Committee.

Councillor G Waller was proposed by Councillor J Burrows and seconded. There being no further nominations Councillor Waller was duly appointed.

RESOLVED

That Councillor G Waller be appointed as Chair of the Strategic Overview and scrutiny Committee for the 2022-23 municipal year.

11 PROGRAMME OF MEETINGS 2022/23

Report No. 91/2022 was presented by Councillor L Stephenson, Leader of the Council. The report set out the proposed programme of meetings for the 2022-23 municipal year, inclusive of May and June 2023.

It was moved by Councillor L Stephenson that the proposed programme be approved and this was seconded. Upon being put to the vote, with 25 votes in favour, the motion was unanimously carried.

RESOLVED

That the Programme of Meetings for 2022/23 attached at Appendix A to the report be **APPROVED**, including dates for May and June 2023 subject to revision by Annual Council in May 2023.

12 APPOINTMENTS TO OUTSIDE ORGANISATIONS, WORKING GROUP AND FORA

Report No. 92/2022 was introduced by Councillor L Stephenson, Leader of the Council. The report set out a number of bodies for which Councillors were to be appointed as the Council's representatives. It was noted that a list of nominations had

been circulated via the agenda supplement and only the Combined Fire Authority had more nominations than places available.

It was moved by Councillor Stephenson that the uncontested nominations set out in the agenda supplement be approved and this was seconded. Upon being put to the vote, with 25 votes in favour the motion was unanimously approved.

RESOLVED

- 1) That the uncontested nominations set out in the re-circulated Appendix A be **APPROVED**
- 2) That the Strategic Overview and Scrutiny Committee be **AUTHORISED** to appoint an additional Member and a substitute from among it's membership as representatives on the Leicester, Leicestershire and Rutland Joint Health Scrutiny Committee.

It was then moved by Councillor G Brown that Councillor P Ainsley be appointed to the Combined Fire Authority and this was seconded. Councillor L Stephenson then moved that Councillor K Bool be appointed and this was seconded.

Councillors Ainsley and Bool in turn set out the reasons why they believed they should be nominated to the Combined Fire Authority.

Upon being put to the vote, with 8 votes for Councillor Ainsley and 17 votes for Councillor Bool, a motion to appoint Councillor Bool was carried.

RESOLVED

That Councillor K Bool be **APPOINTED** as the Council's representative on the Combined Fire Authority.

13 ANY URGENT BUSINESS

There was no other urgent business for consideration however Councillor W Cross took the opportunity to thank Marie Rosenthal, for her dedication and service to the Council and her support for a number of projects during her tenure as interim Deputy Director of Corporate Governance and Monitoring Officer.

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The Chairman declared the meeting closed at 8.22 pm.

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Statement from Councillor Oliver Hemsley – 9 May 2022

I have remained true to my principals and my integrity with the decision I have recently taken to become a non-aligned independent. Over the weekend I have received overwhelming support from within the local and national community for taking this stand on the position that Rutland is continually left in regarding funding, and the expectation that leaders need to lead from the front by example.

It is with great sadness therefore that I believe I no longer have the continued support of most members. I sincerely hope that you find a solution to get Government to listen and furthermore I would strongly encourage many of you to listen more closely to our residents as they elected you to represent them.

We are here to serve Rutland not to fight over leadership at this critical time. On this basis I am stepping down as leader effective immediately. I will remain as a County Councillor while I consider my future.

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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 COUNCIL** held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on Monday, 11th April, 2022 at 7.00 pm

PRESENT:

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

APOLOGIES: Councillor I Razzell Councillor D Blanksby

OFFICERS PRESENT:

Mark Andrews	Chief Executive
Marie Rosenthal	Monitoring Officer
Tom Delaney	Governance Manager
David Ebbage	Governance Officer

1 APOLOGIES

Apologies were received from Councillor D Blanksby and Councillor I Razzell.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that he had attended the induction of the new High Sherriff Geoff Thompson and on behalf of the Council he wished him his best with his term in office.

He also attended the 100 year anniversary of the war memorial and the dedication of the new British Legion Rutland Standard, the event was well attended.

On behalf of Rutland County Council, the Chairman congratulated Uppingham for winning the 'best place to live' within the Midlands.

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

Mark Andrews, Chief Executive and Head of Paid Service reminded Members of the upcoming by-election within the Uppingham ward on 5th May 2022. The persons nominated were David Ainsley (Independent), Phil Bourqui (Reform UK), Giles Clifton (Conservative Party) and Stephen Lambert (Liberal Democrat). He wished all candidates the best of luck.

He also updated Members on Ukraine, as of the day of Council, Rutland had 21 sponsors and a total of 42 Ukrainians who had arrived in Rutland. He told Members that all sponsors had been very generous with what had been offered to the Ukrainian families.

Councillor S Harvey advised Members that there continued to be high rates of Covid within the county and figures showed this was moving into our older population. Unfortunately, there was two further deaths last week. She asked that the community took advantage of the vaccinations where eligible, including the spring booster.

Councillor S Harvey also updated Members on the Integrated Care System and that 1st July was the start date of the Integrated Care Board. The Health and Wellbeing Board had recently approved the Joint Health and Wellbeing Strategy. Finally, she advised Members that the Council working with Anglian Water and Uppingham Town Council had secured £158k of grant funding from the government to develop two 'changing place' toilets. One at Sykes Lane and one in Uppingham which completed the existing facilities in Oakham.

4 DECLARATIONS OF INTEREST

There were no pecuniary or non-pecuniary interests declared.

5 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on the 21st March 2022

RESOLVED

That the minutes of the Council meetings held on the 21st March 2022 be **APPROVED**.

6 PETITIONS, DEPUTATIONS AND QUESTIONS FROM MEMBERS OF THE PUBLIC

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

7 QUESTIONS FROM MEMBERS OF THE COUNCIL

Councillor A Brown presented his question as set out in the agenda supplement.

The Chairman invited Councillor O Hemsley to respond which was as follows:

"Procedure is vitally important in how we record votes in meetings. We must ensure that any Council vote is lawful and compliant with legislation and procedure. The alphabetic method of recording votes is used across all councils in England and Wales

in accordance with the Local Government Act 1972. Consistency is the key in how to record council meeting votes. Votes should be recorded in the same way for every meeting if required so that anyone reading the meeting minutes can quickly see how a councillor voted. There would have to be very good reason for the Council to depart from the alphabetic approach. Members need to have the courage of their convictions when voting and not be swayed by the votes of others. Whatever method is chosen will enable those whose names called later to be aware of earlier votes. If Cllr Brown is suggesting, we introduce secret ballots at council meetings, I would be against this. This would be extremely unusual as it is not conducive to the principles of openness and transparency which are so important within local authority decision-making. However, I have asked the Chief Executive to explore options to introduce electronic voting alongside the work going on to invest in systems to allow live streaming of council meetings”.

In response to Councillor Brown’s supplementary regarding the option for paper to be used and for the Monitoring Officer to read out individual votes. Councillor O Hemsley would consider that option.

Councillor A Walters presented his question as set out in the agenda supplement.

The Chairman invited Councillor O Hemsley to respond which was as follows:

“As set out in the written responses to questions raised at Council, the matter of how any development proposed for the quarry farm site will be attributed to respective housing needs for either Rutland or South Kesteven is a complex matter on which we had sort legal advice. This is likely to take time and resolve but I am happy to update Members on this matter on a regular basis. Members will be aware the Local Plan Issues and Options Report was approved by Cabinet at its meeting on 5 April 2022 for public consultation. The report will seek the views of the public as to whether any development at Quarry Farm should count towards Rutland’s housing needs. Paragraph 3.4.8 of the Issues and Options Reports sets out that the Council has opened up discussions with South Kesteven on the basis that development on the Rutland element of any urban extension of Stamford should count towards Rutland’s housing numbers and so reduce the requirement of new housing elsewhere in Rutland. In preparation of the new Local Plan for Rutland provides the opportunity to resolve this situation through development plan system. Taking account of the Councils duty to co-operate with neighbouring local planning authorities on strategic matters, I would agree that it would be appropriate for the Chief Executive to write to the Chief Executive of South Kesteven District Council setting out what is proposed in the Local Plan Issues and Options Report inviting their response through the consultation. A report on this Council’s intention but it would count towards Rutland’s housing needs could then be presented to Council following the completion of the Issues and Options consultation. Members should be aware that there is a clear programme and process Council prepare the Local Plan, this was outlined in the report to Cabinet on 5th April and it was agreed at that meeting. There are 3 distinct stages on the preparation on the Local Plan, each of which include the public consultation and relevant approval prior to this. Issues and Options, Preferred Options Local Plan and a pre submission Local Plan. The final stage of this requires a decision from Full Council, the early stages of this require a decision from Cabinet”.

In response to Councillor Walter’s supplementary regarding the status of the deferred document has not been signed by anyone at Rutland County Council therefore has no legal weight and we have been in contact with South Kesteven to discuss the matter

of returning 650 and it is in hand but has a number of legal complications so it will take some time, but the journey has started.

Councillor L Toseland presented her question as set out in the agenda supplement.

The Chairman invited Councillor O Hemsley to respond which was as follows:

“I do share your concern, but I also believe change is one thing that is certain and we as residents, elected members and organisations need to accept change and ensure the future offer supports our communities even better. I know the buildings well having worked on them for Voluntary Action Rutland (VAR) and have served a purpose and evolved and I’m sure VAR have thought long and hard about the future and did not take the decision into look at the opportunity to relocate to a modern space that serves their purposes lightly. I understand that car services have been in the heart of the VAR will continue and we should help to align concerns as elected members on this matter and support VAR. I think a solid change is of course a concern in Rutland and the largest one being Rutland Water, closing of BC’s factory, meals on wheels, Closing of Barleythorpe’s old people’s home and in my village the closing of a brewery. They’ve all allowed our communities opportunities; we should not be frayed but welcome the opportunity and the possibility that it provides”.

In response to Councillor Toseland’s supplementary regarding the support for organisations and charities in finding new venues, Councillor Hemsley reassured that the Council would support as much as possible with their journey in finding suitable locations, but they would also have to work with the Council, so we understand what support they desire.

Councillor P Ainsley presented his question as set out in the agenda supplement.

The Chairman invited Councillor S Harvey to respond which was as follows:

“The report setting out the findings of the Primary Care Survey was welcomed by the Health and Wellbeing Board which noted the significant number of people who responded to the survey, the overview of feedback across the practices and the recommendations set out. The survey demonstrated inequality in access in primary care services. The difficult context of the pandemic in the period where the survey was conducted was acknowledged as were constraints such as available GP premises which limit service options. The potential for good practice to be shared between practices with different performance profiles was also discussed. Recent progress in addressing some of the issues highlighted was also noted. Primary care services are evolving including through the introduction of specialist roles, this work compliments pre-existing services including prescribers and care co-ordinators. The following was agreed:

- It was noted that after presenting the report to Council on 11th April, the Task and Finish Group would be disbanded, and it was agreed that the responsibility to follow up on the reports recommendations would transfer to the Health and Wellbeing Board.
- The recommendations being taken forward but will be integrated into the Joint Health and Wellbeing Strategies delivery plan, working with the Primary Care Network, Integrated Care Board and other partners to ensure follow up and to enable the Health and Wellbeing Board to track progress.

- A follow up survey driven by the Health and Wellbeing Board would be undertaken by January 2023, recognising the importance of these services to the public, and finally:
- The Health and Wellbeing Board would work with partners to present a short report at the Health and Wellbeing Board meeting in July 2022 to update residents on the outcomes of the recommendations from the Task and Finish Group”.

8 REFERRAL OF COMMITTEE DECISIONS TO THE COUNCIL

There had been no referral of committee decisions to Council.

9 CALL-IN OF DECISIONS FROM CABINET MEETINGS DURING THE PERIOD FROM 21 MARCH TO 11 APRIL 2022 (INCLUSIVE)

There had been no call-in of decisions from Cabinet meetings.

10 REPORT FROM THE CABINET

There were no reports from Cabinet.

11 REPORTS FROM COMMITTEES OF THE COUNCIL

Report No. 73/2022 was received from the Conduct Committee. Councillor O Hemsley, Chair of the Conduct Committee presented the report to seek approval from Council to approve the revised Code of Conduct at Appendix A and to approve the adoption of the revised arrangements for dealing with Conduct Allegations at Appendix B.

The recommendations of Report No. 73/2022 were moved by Councillor Hemsley. This was seconded and upon being put to vote, the motion was unanimously carried.

RESOLVED

That Council:

- 1) **APPROVED** the adoption of the revised Code of Conduct at Appendix A.
- 2) **APPROVED** the adoption of the revised arrangements for dealing with Conduct Allegations at Appendix B.

12 REPORTS FROM SCRUTINY COMMISSION / SCRUTINY COMMITTEES

Councillor P Ainsley presented the updated list of recommendations from the final report from the Primary Care Task and Finish Group as set out in the agenda supplement. The final report was presented to the Adults and Health Scrutiny on 31st March 2022. An additional recommendation was added to the final report recommending that the Rutland based Patient Participation Groups contacted Lakeside Healthcare Stamford PPG to share good practice.

He thanked the Members of the group and for the officer’s support in producing the final report.

Councillor G Waller moved the recommendations from the Adults and Health Scrutiny Committee relating to the report as set out in the agenda supplement and this was seconded. Upon being put to vote, the motion was unanimously carried.

RESOLVED

The Council:

1. **APPROVES** the amended report and commend it to Leicester, Leicestershire and Rutland Clinical Commissioning Group, Lincolnshire Clinical Commissioning Group, the Council's Health and Wellbeing Board, each Rutland GP practice and their Patient Participation Groups with a request that the recommendations in section 8 be actioned by the appropriate body.

Councillor J Fox updated Members on the Growth, Infrastructure and Resources Scrutiny Committee which took place on 7th April 2022 with a summary report to be appended to these minutes. Councillor Fox updated Members on the following:

- The Committee received Report No. 72/2022 from Councillor L Stephenson regarding the Culture Review where they noted the draft Terms of Reference and noted the draft Culture review Stakeholder Board Remit.
- An update on the revised Parking Policy had been received from Portfolio Holder for Planning, Highways and Transport Councillor I Razzell.
- Report No. 71/2022 on Leisure Update was also taken to the Committee by Councillor L Stephenson around the demolition of Catmose pool at a reduced cost of £150k.

13 JOINT ARRANGEMENTS AND EXTERNAL ORGANISATIONS

The Chairman advised members that a written report had been circulated from Councillors G Brown and Councillor K Payne regarding the Hanson Cement Ketton Liaison Committee, this is appended to the minutes and he took the report as read.

Councillor G Waller reported back to Members from the last meeting of the Leicester, Leicestershire & Rutland Joint Health Scrutiny Committee which took place on 28th March 2022. Councillor Waller updated Members on the following:

- The emerging Integrating Care system was discussed, Rutland was allowed to have a representative on the Boards after the recent change in Government Policy.
- An update on the Ambulance service, the non-emergency patient transport system.
- The Bradgate Unit following the poor CQC inspection.
- Update on the Transforming Care Programme and finally a progress update was given on the University Hospitals Leicester's configuration plans.

14 NOTICES OF MOTION

No notices of motion were received.

15 REVIEW OF OVERVIEW AND SCRUTINY ARRANGEMENTS

Report No. 74/2022 was presented by Councillor O Hemsley, Leader of the Council and he proposed the updated recommendations which were circulated at the meeting.

Councillor P Ainsley proposed an amendment to the motion with recommendations 1 and 4 remaining the same. Recommendation 2 changing to a 2-committee system for Scrutiny as outlined in Appendix A to the report. Recommendation 3 would change to a review and report back to Council on the effectiveness of the new 2-committee and commission system in March 2023 after a full municipal year's operation and that was seconded.

Members in favour set out that Working Groups and Task and Finish Groups would still be put together with the proposed 2-committee system. There would not be a need to go into a 1-committee system to have effective Scrutiny.

It was also considered that Members agreed better training was needed for Members around the Scrutiny function within the Council and increased engagement was also required.

Members against the amendment felt one strategic scrutiny panel allowed far greater flexibility in terms of mechanisms that are available. The flexibility aspect also allowed Members to work according to the need of the task in hand rather than being tied up in process and constitution rules.

Members who had particular interests in certain areas would still be able to get involved with the original proposals. It was also suggested by other Members that targeted scrutiny would be an improvement to the current system we have in place. Several Members welcomed the potential reduced costs with the proposed improved function.

It was also felt that the recent success of the finished Task and Finish Group would in the future have the same results from the proposals set out in the recommendations of the report.

After the debate, this was put to the vote, with 3 votes in favour, 18 votes against and 3 abstentions, the motion was defeated.

The debate then returned to the substantive motion.

Several Members raised concerns about the arrangements were pushed through in time for Annual Council in May. They highlighted that there were no details on how the new process would operate and what impact it would have on the Council.

Other Members felt a change was required and that to trial the new 1-committee system for a year and have it reviewed in March 2023 and for Members to welcome the new way of working.

Councillor M Oxley moved an amendment that the arrangements be deferred until the Constitution Review Working Group had discussed the proposed 1-committee system and for a final report to come back to Council to make a decision, this amendment was seconded.

Councillor A Walters supported the proposed amendment and agreed that he needed more information to be able to make a decision on the proposal.

After the debate, this was put to the vote, with 11 votes in favour, 12 votes against and 1 abstention, the motion was defeated.

The Chairman then informed Members that he would take the recommendations individually from the original motion and the voting was as follows:

- With all Members voting in favour, the first recommendation was unanimously carried.
- With 13 votes in favour, 10 against and 1 abstention, the second recommendation was carried.
- With 20 votes in favour, 0 against and 4 abstentions, the third recommendation was carried.
- With 18 votes in favour, 4 against and 2 abstentions, the fourth recommendation was carried.

RESOLVED

That Council **APPROVED** the recommendations of the Constitution Review Working Group that:

1. The Council relaunch the Scrutiny function, championed by the Scrutiny Commission, the Leader of the Council, and the Chief Executive, with a Rutland Scrutiny Improvement Plan setting out the ambition and expectations for the function based on a partnership of mutual respect, transparency, and constructive challenge.
2. The Council should move away from the existing 3-committee and commission system for overview and scrutiny to a single Strategic Overview and Scrutiny Committee as outlined in 4.2.3 and detailed in Appendix A.
3. There will be a review and report back to Council on the effectiveness of the Strategic Overview and Scrutiny Committee in March of 2023 after a full municipal year's operation.
4. The Monitoring Officer in consultation with the Constitution Review Working Group be authorised to make the necessary and consequential changes to the Constitution as part of the pending review of the Constitution subject to approval by full Council.

16 APPOINTMENT OF DIRECTOR OF LAW AND GOVERNANCE AND MONITORING OFFICER

Report No. 75/2022 was introduced by Councillor O Hemsley, Leader of the Council. The purpose of the report was to seek approval to the appointment of Angela Wakefield to the post of Director (Legal and Governance) and Monitoring Officer and for a start date to be agreed for 23rd May 2022. This was seconded.

This was put to vote and with all Members voting in favour, the motion was unanimously carried.

RESOLVED

That Council:

APPROVED the appointment of Angela Wakefield to the post of Director for Legal and Governance and Monitoring Officer.

17 ANY URGENT BUSINESS

There were no items of urgent business.

---oOo---
The Chairman declared the meeting closed at 9.24pm
---oOo---

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COUNCIL

4th July 2022

CORPORATE STRATEGY 2022-27

Report of the Cabinet

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Lucy Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy.	
Contact Officer(s):	Mark Andrews, Chief Executive	01572 758339 mandrews@rutland.gov.uk
	Kevin Quinn, Head of Corporate Services	01572 758292 kquinn@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council approves the new Corporate Strategy 2022-2027.

1 PURPOSE OF THE REPORT

1.1 To provide Council with a new Corporate Strategy covering the period 2022-2027 which will provide the strategic direction for the Council for the next five years.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 The Corporate Strategy (CS) is the Council's overarching strategic planning document and contains the high-level priority ambitions for the Council based on local needs, regional and national strategies.

2.2 The CS sets out the ambitions for the Council over the medium term, covering a period of five years, and the outcomes the Council aims to achieve during that time.

2.3 The current CS runs until 2024, however there is a requirement to adopt a new one due to several factors which include:

2.3.1 The lasting impact arising from the Pandemic and a need for Council priorities to reflect a new and more challenging landscape as a result, including the pressure on public finances.

- 2.3.2 The majority of the priorities within the existing CS were relatively short-term in nature and many of the key deliverables have already been achieved.
- 2.3.3 Work on a County Vision has been completed and this needed to be reflected in the commitments made by the Council.

3 CORPORATE STRATEGY 2022-27 – APPENDIX A

Future Rutland Vision

- 3.1 The [Future Rutland Vision \(FRV\)](#), endorsed by Full Council on 21st March 2022, provides the main influence and structure for the new CS. The draft CS sets out how the Council will contribute to the aspirations contained within the FRV, outlined through a series of commitments against each of the four priority themes.

Content

- 3.2 Developing the content for the new CS involved reviewing current and future Council strategies, policy and plans and reflecting on the existing commitments and requirements of the Council, including Government reforms and statutory changes.
- 3.3 In addition, a series of interactive sessions were held with Councillors and staff with a focus on:
- Defining a clear purpose and mission for the Council.
 - Establishing our organisational values and behaviours.
 - Developing clear commitments to our residents, with a focus on actions which fit within our financial priorities.
 - Understanding success and the relevant outcomes and performance measures.
- 3.4 Following this process all Councillors received a copy of the draft CS for further comment. A range of responses were received and amendments subsequently made to the CS to address every comment raised by Councillors.

Delivery

- 3.5 Within the CS we have outlined a delivery programme (pages 14-20) setting out the work that we plan to undertake in the first two years. It is important to note that the actions within the delivery programme include areas of statutory work and Government reform which the Council has no choice in delivering. Some aspects of this work remain unknown at this stage.
- 3.6 The delivery programme is underpinned by a Performance Framework and the process for how progress of the CS will be monitored is set out on page 22.
- 3.7 Cabinet received a copy of the CS in June which was endorsed for approval by Council. Whilst endorsement of the CS 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.

4 CONSULTATION

- 4.1 The CS has derived from the Future Rutland Vision which has been coproduced with the community through an extensive engagement and formal consultation
- 4.2 The Council undertook a further short public engagement exercise between 24th May and 7th June to promote to residents how the Council through a new CS will contribute to the Future Rutland Vision. Although not a formal consultation exercise, the engagement activity also provided a further opportunity to reflect on any comments and feedback from residents.

Process

- 4.3 The engagement process involved uploading the CS onto our online engagement platform where residents could view and provide comment. To ensure maximum coverage a summary of the CS was also promoted through press releases, a dedicated resident newsletter, via Parish Councils, through social media messaging and local radio.
- 4.4 The newsletter was distributed to 4,637 subscribers and opened and read by 2,859 (61.7%) recipients.
- 4.5 Information shared on the Councils social media channels reached 1,419 people.
- 4.6 A further 375 people also viewed the full document online with 203 downloads.

Feedback

- 4.7 Following this process 13 comments were received on the CS. A number raised concerns about local housing development and suitability of infrastructure to accommodate for future population growth in the County. It should be noted that this is a key commitment within the new CS and the Council has begun the process of developing a new Local Plan, with a commitment to complete this work as quickly as possible.
- 4.8 Several of comments were supportive of the contents and aspirations of the CS and, in particular, the Councils commitment to carbon reduction and biodiversity as outlined within priority two – Sustainable Lives, page 6.
- 4.9 A small number of suggested word changes were received from resident comments. Subsequently minor amendments have been made to the wording of commitments 14 and 15 on page 7.
- 4.10 Moving forward the Council will continue dialogue with residents on the CS on an on-going basis, this will include communication on performance and progress and engagement activity in the delivery of the CS commitments and key projects such as the Local Plan.

5 ALTERNATIVE OPTIONS

- 5.1 The Council can choose not to adopt a new CS and operate within the existing CS which runs until 2024. However, to do so will mean the priorities of the Council do not match the views of residents and the key deliverables required of the Council under existing strategy and new Government reforms and legislation.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications arising from this report, however the Council will be making financial commitments guided by the CS priorities.
- 6.2 The commitments within the CS must be commensurate within our financial objectives as outlined on page 12 i.e. deliverable within the financial means of the Council.
- 6.3 Currently a number of actions within the CS two-year delivery programme are not fully budgeted for, in the main these are related to new burdens and policy direction from Government e.g. Adult Social Care reform, although there may also be cost increases in current programmes of work such as the local plan or the re-contracting of services. For some there will be new burdens funding associated, although this is not yet clear. We are in the process of reviewing our budget to understand what resources are needed to deliver new and established projects in the current context and we are aiming to have established this following completion of the budget outturn in June.
- 6.4 With the current financial uncertainty and increasing costs for services it is possible that actions within the delivery programme will need to be adjusted or changed as we progress to reflect what we do know and can realistically achieve. As the programme develops we therefore may be required to seek approval for additional funding and or reprioritise our actions.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 There are not considered to be any legal or governance issues associated with this report. However, the CS does include key commitments to deliver statutory reforms which the Council must legally deliver.

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 CS provides the Council with a framework for future service delivery.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no direct community safety implications arising from this report. However, the CS includes commitments 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, the CS includes key commitments to support the health and wellbeing of residents.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The CS provides a strategic planning document which contains the high-level priority ambitions for the Council for the next 5 years.
- 12.2 The new CS enables the Council to prioritise based on the new landscape and challenges we face.
- 12.3 The priorities and commitments outlined within the CS reflect the views of residents as outlined within the Future Rutland Vision.
- 12.4 Therefore, for the above reasons, it is recommended that Members approve the recommendation as outlined.

13 BACKGROUND PAPERS

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

14 APPENDICES

- 14.1 Appendix A: Corporate Strategy 2022-2027

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

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2022 - 2027

Corporate Strategy

Our commitments for the next five years

Foreword

2022 marks 25 years since we regained our status as an independent county. A quarter of a century is a long time during which much has changed. What hasn't changed is the character of Rutland, England's smallest county, steeped in rural heritage with historic ties to farming and agriculture which has shaped the place that we have today. Rutland has a rich food culture, quaint villages and towns which have a strong sense of community and residents who are proud of their rural identity. The county is home to internationally significant wildlife sites, areas of natural beauty, and preserved Norman architecture. A range of leisure and recreation opportunities support health and wellbeing and create the high quality of life our residents enjoy. An outstanding tourism offer attracts visitors from across the world and we are home to a range of innovative and niche businesses that have chosen Rutland because of what the county can offer.

The **shared vision** described within our Corporate Strategy comes from our residents and is about creating the place you said you want Rutland to be. To realise this, we need to maintain a thriving and sustainable county which accounts for future population growth. We need to create the right conditions for businesses to succeed and grow. We need places that are healthy, safe, connected and affordable to live in. We need to give our young people every means to realise their full potential in life. And we need to do all this in a way that protects and enhances the things that are unique and special to Rutland.

Our Corporate Strategy sets out **how the Council will contribute** to this shared vision and aspirations for our county. It reflects what is important to local people and includes commitments that we will deliver over the next five years, focused on preserving what we have now whilst developing to meet the growing needs of the county.

Unity was a key feature of Rutland's outstanding response to the pandemic, and it is this unity that will help us to grow even stronger as a county. Staying engaged with our residents will be critical to our long term success and achieving what we set out to do. We need to listen and respond to what you tell us and keep this conversation going throughout all that we do. We know that by working together in this way we can realise our aspirations for Rutland.

I am fully committed to working with fellow Councillors, Council Officers, local and regional partners and – most importantly – our communities, to make sure we continue to deliver good quality services which meet local needs.

I am proud of the work we have done so far. As we move forward, together, we will ensure that people are placed at the heart of all that we do. We are one Council, one County.



Councillor *Lucy Stephenson*
Leader of Rutland County Council

Introduction

The seismic events that we've witnessed in recent years, and particularly the past 12 months, could have the greatest bearing on the future of our county, country and our planet. As well as tackling a global pandemic that will have lasting implications for our health services and economy, we must also address a climate emergency that threatens lives and livelihoods around the world. Our dependence on fossil fuels and the complexities of global energy markets are driving up the cost of living, while the financial impact of COVID will be felt by the country for many years. This forecast will require all Councils to reduce costs. At the same time, the Government has several big priorities including carbon reduction, adult social care reform, removing regional economic disparities through 'Leveling Up' and solving the funding crisis in special educational needs.

We are operating in a challenging landscape. The impact of the pandemic and, more recently, the war in Ukraine reinforces the need for the Council to be a nimble and responsive organisation that can adapt quickly. Many solutions lie outside the Council's direct influence, meaning we cannot navigate certain problems alone and must think differently about how we deliver services in future. This means considering all options available to us, including working ever closer with other Councils.

Our strategy is set in this context and is based on a need to be both realistic and achievable – helping to make your money go further. The strategy reflects our current intentions, but situations can change. This may mean we have to adapt our commitments.

The pandemic continues to have a big influence on our health, education, jobs and economy which is placing more pressure on public services and compounding existing challenges and social inequalities. Our role is to minimise the impact in Rutland, account for additional service needs and to help those who've been most affected, while building for the future.

Our County in the Future: Our challenge is to make the most of what we have and enhance it further while protecting its unique character. This means:

- Protecting the built environment and making sure we have the right housing and infrastructure, which retains the County's essence and our sense of closeness and safety.
- Protecting our environment, natural habitats and wildlife.
- Making Rutland a truly green county that is carbon zero.
- Connecting communities with sustainable transport and digital infrastructure.
- Providing opportunities for healthy active lifestyles.
- Supporting businesses and job creation.
- Enabling people to be independent while remaining in a rural setting.



Mark Andrews
Chief Executive

OUR STRENGTHS

- **Sense of identity**, a strong community spirit and sense of togetherness.
- **Education**, home to good quality schools.
- **A safe place**, one of the safest places to live in the Country.
- **Culture and leisure**, a breadth of important historical sites and great attractions.
- **Health and care**, home to some of the healthiest, happiest and most active population in the country.
- **Connected**, a well-positioned county with good main road and rail links.
- **Entrepreneurial spirit** and innovation, a range of thriving local and global businesses.
- **Strong partnerships**, working collaboratively.

OUR CHALLENGES:

- **Recovery and growth**, supporting businesses and the local economy to recover and grow.
- **Financial climate**, less funding for services and cost of living pressures.
- **Economic inequality**, our low social mobility and a need to bridge the gap.
- **An aging population** and the pressure on care services.
- **Healthy life expectancy**, falling faster than the national average.
- **Climate change**, reducing high levels of waste and our carbon footprint.
- **Vulnerable Children**, supporting children to be safe, happy and to thrive.
- **Accessing services locally**, tackling inequality of access.

Vision and Mission



Our mission

Rutland County Council will use this Vision to inform our long-term plans and policies, ensuring that all the services we deliver contribute to the Vision and are in line with our priorities. As a Council we have a clear purpose, which is to:

“Improve lives by focusing quality services and expertise where they are needed most, helping the County to grow and thrive whilst remaining the special place our residents know and love.”

Future Rutland - A shared vision

Rutland is seen by many as a truly special place, a unique county which needs to be preserved and enhanced. During 2021 Rutland County Council led an extensive community engagement exercise called ‘Future Rutland Conversation’. Through a range of workshops and activities we spoke to over 2,000 residents about what local people value about life here and what really matters to them. This resulted in a **shared vision** and a set of aspirations for the County based on what matters most to our residents:

“A county for everyone and a place to live your best life.”

Rutland will be 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.

The full vision can be accessed [here](#). This vision is not owned by any one group or organisation, it is the collective aspirations of our community, and everyone can play a role in helping to realise it.

Priority Areas



35

The Future Rutland Vision developed by residents is broken down into four priority areas which cover all aspects of life. As a Council we have also developed a further priority focused on how we operate and deliver our services, reflecting a modern, efficient and effective organisation which is well placed to meet the challenges ahead.

The commitments detailed against each of the priority areas outline how the Council will contribute to realising the Vision. The commitments do not incorporate everything that the Council does and there are a range of statutory obligations and services which we provide as business as usual which we will continue to do.

1. 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.

2. Sustainable lives:

Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.

3. Healthy and well:

Promoting health, happiness and wellbeing for people of all ages and backgrounds.

4. A county for everyone:

Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

5. A modern and effective Council:

Transforming the way we work to deliver effective and efficient services fit for the future.

1

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.

How residents see a future Rutland - extracts from the Future Rutland Vision

- Rutland will capitalise on its location and natural assets to become a leading example of what it means to be a modern rural county.
- Rutland will be a place where the natural environment and heritage are cherished and enhanced.
- Rutland's market towns of Oakham and Uppingham will thrive as vibrant destinations to shop, socialise and enjoy life
- 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 and cultural activities.
- 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.
- Rutland will be sustainable, addressing the concerns of all those who worry about the impact that development could have on Rutland's quintessential character.
- Rutland will become a thriving county of enterprise and opportunity - a special place to live well, spend time, do business and invest.

Our Commitments	You can	Together we can achieve the following outcomes
<p>1. Sustainable development: We will develop a Local Plan which guides housing and the infrastructure of our community, conserving the natural and built environment.</p>	<p>Make sure you have your say on how development will take place in the county.</p>	<p>A new local plan which supports new housing which meets assessed need. Our 5-year housing supply for the County is regained.</p>
<p>2. Inclusive growth: We will support our economy to recover, tackling economic inequality and low social mobility.</p>	<p>Support local businesses including using shops and facilities in our towns and villages.</p>	<p>An increase in new businesses and local job opportunities.</p>
<p>3. Highways assets: We will seek to maintain the current good condition of our roads and footpaths.</p>	<p>Report any areas of concern using fix my street.</p>	<p>Well maintained roads and footpaths.</p>
<p>4. Heritage and culture: We will enable a thriving, diverse, sustainable heritage and cultural offer with increased community leadership.</p>	<p>Visit our heritage sites, tell your friends, volunteer.</p>	<p>An increase in visitors and associated economic benefits. More community led services supported by volunteers.</p>
<p>5. Towns and villages: We will work with communities to enhance our towns and the county's wider public spaces.</p>	<p>Share your ideas and engage in events such as community space initiatives.</p>	<p>Vibrant, clean and welcoming towns and public spaces.</p>

2

Sustainable lives

Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.

How residents see a future Rutland - extracts from the Future Rutland Vision

- Rutland will be a carbon neutral county by 2050 - a place where environmental sustainability and responsibility complement rural living.
- Rutland will be a place that seizes opportunities to create and develop wild areas which support greater biodiversity.
- Communities, organisations and businesses in Rutland will embrace their environmental responsibilities.
- Rutland 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 communities will be digitally enabled and fully capable of utilising the latest internet technology for work, education, communication and much more.

Our Commitments	You can	Together we can achieve the following outcomes
6. Net zero carbon: We will support the reduction of Rutland's carbon footprint and impact on the local environment.	Limit short journeys in cars. Eat sustainable and seasonal produce.	Reduction in the Carbon footprint of the Council and the County.
7. Minimise waste: We will support residents and businesses to reduce waste and increase the amounts reused and recycled.	Recycle everything that you can. Avoid single use plastics and reuse and repurpose. Avoid food waste.	Reduction in the amount of waste the county produces and increase the amount of waste the county reuses and recycles.
8. Greener communities: We will encourage the creation of natural habitats.	Take care when using local habitats. Encourage wildlife in your garden or space.	An increase in biodiversity in the County.
9. Connected communities: We will support sustainable methods of transport through cycle routes, bridleways, public footpaths and community led transport.	Use public transport whenever you can. Walk and cycle whenever possible.	Greater use of electrical vehicles in the county. Increase the number of people walking and cycling
10. Digital infrastructure: We will facilitate the increase of superfast capable broadband coverage.	Access government voucher schemes to cover the cost	More people have access to superfast capable broadband.

3

Healthy and well

Promoting health, happiness and wellbeing for people of all ages and backgrounds.

How residents see a future Rutland - extracts from the Future Rutland Vision

- People in Rutland will be able to live healthy, active lives and make positive choices about their wellbeing.
- People in Rutland will be able to access a wide range of leisure opportunities for all ages, abilities and interests.
- Health and care services in Rutland will work closely together and be easy to access when needed.
- 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.
- 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.

Our Commitments	You can	Together we can achieve the following outcomes
<p>9. Healthy lifestyles: We will ensure children have the best start in life and support people to keep themselves healthy and active.</p>	<p>Get active and enjoy the wide variety of leisure opportunities and open spaces Rutland has to offer.</p>	<p>People are more active, with a healthier life expectancy.</p>
<p>12. Supporting independence: We will support people of all ages with care needs to remain independent.</p>	<p>Look out for your neighbours, friends or vulnerable people in your community.</p>	<p>People remain independent and in in their own home or with their family and friends. People who do receive care have control over their daily life.</p>
<p>13. Joined up care: We will work with partners and neighbouring counties to develop local integrated services which are responsive to community health and care needs.</p>	<p>Make use of wider health professional services offered, as well as GPs.</p>	<p>Better Care programme outcomes achieved. People are able to die in preferred place of care.</p>
<p>14. Health and wellbeing infrastructure: We will work with health partners to improve our health and wellbeing infrastructure to maximise access and the delivery of care closer to home.</p>	<p>Use local services that are provided.</p>	<p>Improved access to joined up care locally.</p>
<p>15. Reducing health inequalities: We will work with partners to ensure all of Rutland has the opportunity to achieve the best health and wellbeing that they can.</p>	<p>Have your say on local services and public engagement events.</p>	<p>There is a reduction in health inequalities in the County.</p>

4 A county for everyone

Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

How residents see a future Rutland - extracts from the Future Rutland Vision

- Rutland will have resilient and well -connected communities where everyone can enjoy what the county has to offer.
- 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.
- Rutland will be a county where everyone can reach their full potential.
- Rutland's towns and villages will be accessible to everyone, regardless of age or disability.
- Rutland will be a county where no group or individual is marginalised or ignored.
- Vulnerable people, whatever their age or circumstances, will continue to be supported and protected in Rutland.
- Rutland will be a place where inequalities are reduced and communities are tolerant and welcoming.
- Rutland will remain one of the safest places to live anywhere in the country.

Our Commitments	You can	Together we can achieve the following outcomes
16. Inclusive education: We will ensure sufficient school places in inclusive education provision.	Take time to be involved in your child's learning, encouraging them to be the best they can be.	Schools and early years settings are inclusive with more children and young people with SEND educated closer to home. Good educational progress for vulnerable Children in good to outstanding schools.
17. Outcomes for vulnerable children and young people: We will strive to improve outcomes for the most vulnerable and disadvantaged groups by delivering a children's service that is graded good to outstanding.	Report any concerns you have for a child or young person's welfare.	Children and young people are kept safe from harm and receive timely and effective support.
18. Supporting adults at risk: We will work with key partners to deliver adult social care which is graded good to outstanding, helping individuals to live free from neglect and abuse.	Report any concerns you have for a vulnerable adult's welfare.	There is timely and effective action which ensures Adults at risk are safe from neglect and abuse.
19. Housing and the cost of living: We will ensure fair access to affordable and sustainable housing, prevent homelessness and provide support to those most effected by the cost of living.	Utilise local support projects if you need help. Contact the Council before you get into a crisis.	Number of affordable homes meets assessed need. Less households are presenting as homeless.
20. Safe and inclusive: We will work with partners to ensure Rutland remains one of the safest places to live and communities are welcoming.	Look out for friends, neighbours and residents. Embrace diversity in our community and respect others differences. Be a safe and considerate driver.	Crime rates in Rutland remain some of the lowest in the country. Safer roads and a lower volume of accidents.

5

A modern and effective Council

Transforming the way we work to deliver effective and efficient services fit for the future.

How residents see a future Rutland

During stage two of the Future Rutland Conversation we asked residents about public services, spending and keeping the conversation going. This information has informed this priority theme.

- *The Council will live within its means.*
- *Services that the Council deliver represent value for money.*
- *Residents have opportunities to engage with the Council and see where their involvement has had an influence on services.*
- *The Council provides information on how we are performing.*

Our Commitments	You can	Together we can achieve the following outcomes
<p>1. Financially sustainable: We will take further action to ensure the council lives within its financial means.</p>	<p>Provide support for community led services.</p>	<p>The Council has a balanced budget and can continue to deliver services the community needs. The Council and public infrastructure needs will be met.</p>
<p>22. Best use of resources: We will support our workforce and maximise use of our resources.</p>	<p>Be considerate of staff and provide constructive feedback to the Council. Strive to understand the financial constraints we operate within, recognising we must support the whole of the County.</p>	<p>Effective services and use of assets which represent value for money.</p>
<p>23. Customer experience and digital: We will develop our digital approach and improve our customer experience.</p>	<p>Utilise our digital services and online offer, for example by signing up to MyAccount.</p>	<p>More people can access services easily and quickly, not limited to 9-5.</p>
<p>24. Good governance: We will deliver governance arrangements which supports strong political leadership and effective decision making.</p>	<p>Engage in public Council meetings, share your views.</p>	<p>Robust decision making which enables the Council and its services to remain responsive to local needs.</p>
<p>25. Community engagement: We will keep our communities informed and engage residents in open dialogue which promotes a shared responsibility for shaping services in the county.</p>	<p>Contact your local Councillor to discuss your thoughts and ideas and have your say by joining in engagement exercises.</p>	<p>We deliver the right services in the right way, sharing in success together.</p>

Your Council



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Our people

Our most important asset is our employees. Having the right knowledge, skills, and experience is fundamental to realising the commitments we have set out within this strategy.

It is imperative that we invest in workforce development and understand the types of skills and expertise we will need now and into the future. This means we will develop our staff and provide the right training thereby creating a culture of continuous improvement that results in the delivery of high-quality services. Through good workforce planning we will be successful in both retaining staff and attracting the right individuals to the Council.

Our values and behaviours

Our staff and Councillors are committed to Rutland and passionate about delivering good quality services for the County. This has been highlighted in how the Council has responded to the pandemic and the challenges it has presented, working tirelessly to maintain services during unprecedented restrictions whilst embracing change to deliver a raft of new initiatives and responsibilities to support our community.

This is the expectation of our staff and Councillors and we believe having a defined set of values which represents who we are is an essential ingredient in any successful organisation. As such we have developed a core set of values which staff and Councillors will live by and which our community can expect to see displayed in the everyday behaviours of our organisation and in the services which we deliver.

Passionate:

Be energetic and positive, proud and dedicated to our County.

Ambitious:

Learn, develop, seek out opportunities and embrace new ideas.

Work together:

Trust and respect each other, engage with and listen to our communities.

Make a difference:

Be the best you can be, strive for excellence and take responsibility for having a positive impact.

Ways of working

The pandemic has had a significant impact on the way the Council operates. The speed at which we have had to adapt has resulted in significant progress in the use of technology to support new ways of working and the delivery of services which meant we have been able to continue to deliver high quality services.

Moving forward we are keen to maximize our impact by learning from the benefits and constraints of new ways of working, and we will continue to develop how we deliver services in a way which ensures we are an agile and responsive organisation. This will include working beyond our borders recognising the wider strategic and political context and potential opportunities this presents, for example through the Government's [Levelling Up agenda](#).

Our Partners

We are an ambitious Council and recognise the leading role we can play in contributing to the shared vision for the County. However, no organisation can achieve this Vision alone, and we must continue to work closely with any organisation or group, many of which are outlined below, who can contribute and to help each other to meet our shared goals. We have a number of strong partnerships in Rutland and all will be key contributors:

- **The Local Strategic Partnership:** A new partnership we are looking to introduce which will bring together a range of public, private, voluntary and community groups providing collaborative leadership in the strategic development of services within the County, supporting the realisation of the Future Rutland Vision.
- **Health and Wellbeing Board:** Supports the Governments vision to increase integration between health and social care services. A formal committee of Rutland County Council the board brings together Children and Adult Social Care, NHS England, Public Health, Healthwatch, elected representatives and voluntary groups to plan how best to meet the needs of the population and tackle local health inequalities.
- **Integrated Delivery Group:** Is a sub-group of Rutland's Health and Wellbeing Board and leads on delivery of Rutland's Joint Health and Wellbeing Strategy (2022-27). Consisting of local health and wellbeing partners, the group provides leadership, direction and assurance to help to bring about the shared vision for health and wellbeing in Rutland.
- **Integrated Care Board and Partnership:** A statutory partnership which includes NHS England, Local Authority Public Health and GPs, responsible for developing strategy and managing resources to improve the health of residents in the County by preventing illness, tackling inequalities, variations in care, and delivering seamless services.
- **Children and Young People's Partnership:** Rutland Children's services, early years and education providers, voluntary and community groups working together to develop services which improve the lives of children and young people in the County.

- **Safer Rutland Partnership:** A statutory partnership made up of the Local Authority, Police, Probation, Health and Fire and Rescue authorities working together to prevent and tackle crime and anti-social behaviour, helping all residents to feel safe.
- **The Leicestershire and Rutland Safeguarding Children Partnership:** Brings together organisations from across the two counties to oversee the multi-agency safeguarding children arrangements as required by the government guidance Working Together 2018.
- **Leicestershire and Rutland Safeguarding Adults Board:** Brings together organisations across Leicestershire and Rutland to oversee the multi-agency approach to safeguarding adults with care and support needs.
- **Town and Parish Council Forum:** Bring together all Parish Councils and Rutland County Council to discuss key issues and matters for the County.

Our community:

The Future Rutland Conversation showed how Rutland County Council, the community and wider stakeholders can collaborate for the benefit of our County. During this process, residents told us that they wanted to continue to be involved and have further opportunities to have a say on the important issues that affect them, the County, and the services that the Council provides.

We are committed to continuing to do this by undertaking engagement which supports an open dialogue, promotes shared responsibility, and involves residents and the wider community. By doing so we will:

- Create a sense of shared responsibility for the County and its communities and be better placed to realise our shared vision.
- Develop services which are based on a thorough understanding of what our community and the County needs.
- Empower residents to be involved in shaping local services and play an active role in decision making on the key issues which matter.
- Strengthen collaboration and trust in the Council and our services.

Our Finances

The Council is clear on its financial objectives:

1. The Council is committed to being financially sustainable. This means ensuring it can live “within its means”, only spending the funding it receives and balancing the budget in any given year without using General Fund reserves. This is our number one priority.
2. The second key priority is to maintain our reserves above the recommended minimum limit of £3m as approved by Council. This is important because the context we are working in is changing all the time and is laced with uncertainty. So, we always want to keep some funds aside to respond to a crisis, unexpected costs or increased demand.

These two priorities are underpinned by other financial objectives including securing value for money, ensuring spending helps achieve council priorities and being financially transparent.

4.3 The Council maintains a five-year financial outlook to help plan:

Our Medium-Term Financial Plan (MTFP) projects the resources we will have available in place over the next five years to support delivery of services and our strategic aims and objectives. Our MTFP is based on lots of assumptions (most of which are outside our control), is kept under constant review and tells us whether we can “live within our means” or whether we need to take action. It is an important document and is reported frequently to Councillors in our finance reports.

Like all Councils, we face an uncertain but challenging financial future:

We are emerging from a global pandemic and public finances are under real pressure resulting from unprecedented levels of borrowing. This context plays heavily into our corporate plan priorities and commitments but against a backdrop of financial uncertainty.

Whilst the 2022 Financial Settlement for local government headlined additional funding for councils, we have no funding certainty beyond 2022/23. The Government has repeatedly delayed longer term local government funding reforms and we still await notification of what funding we will receive to implement key legislation like Adult Social Care charging reforms. This means that we do not know what our future funding looks like but our projections indicate that we are likely to have **a financial gap of around £2m - £2.5m in 23/24**, but one that grows over the period of the strategy to the point that our General Fund balances are projected to go from £11.4m to **below the minimum level by 25/26**. We cannot be more precise at this time because there are so many unknowns.

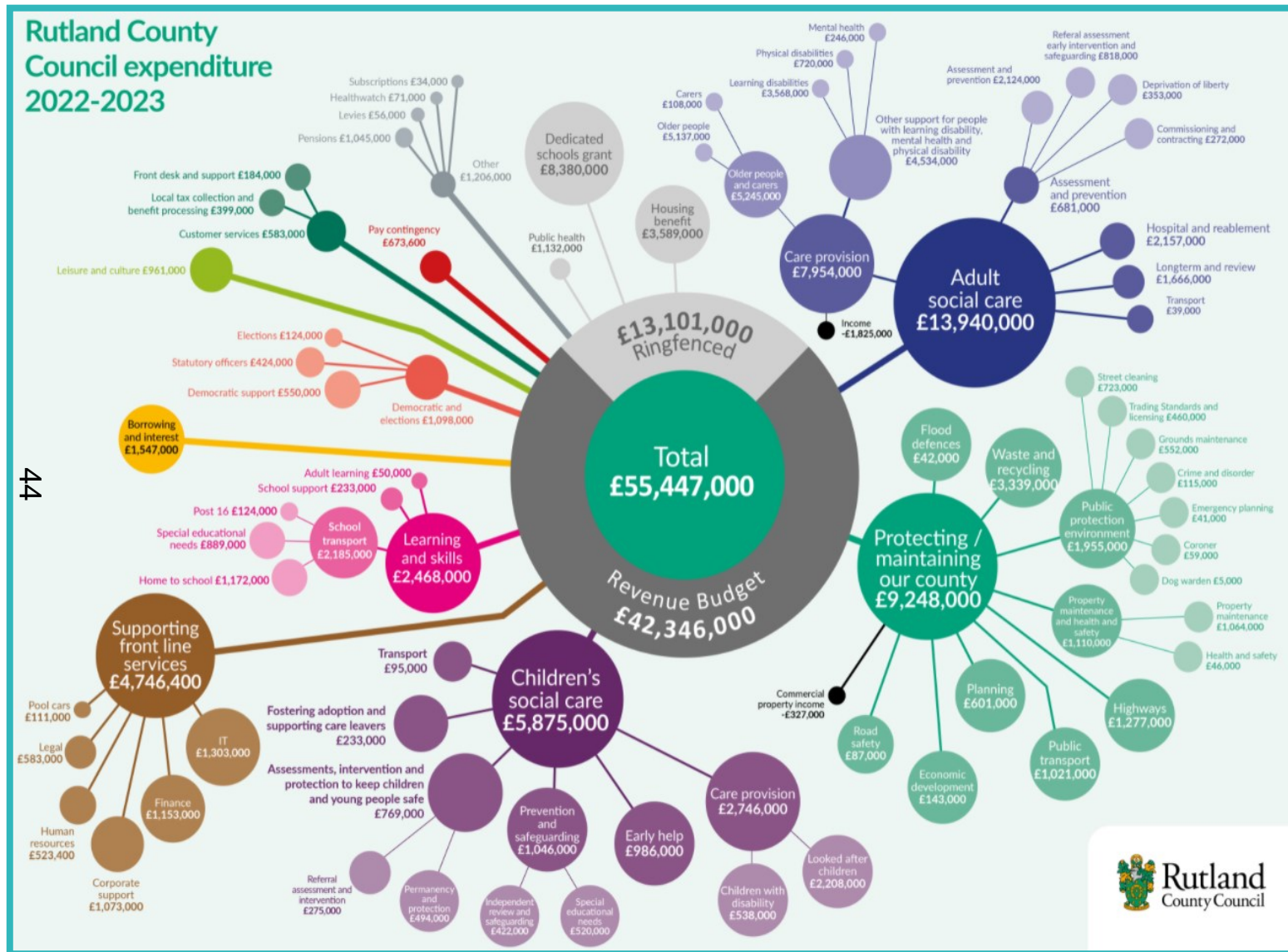
Our current budget and commitments:

Our overall funding level (the Government describes this as spending power) is slightly above the average but most of our funding comes from Council taxpayers with our Government funding level way below our Unitary counterparts. We think this is unfair and have asked for this to be explained and addressed in funding reforms. Alongside our lobbying, we will examine every pound we spend to ensure that we are in a position to respond to whatever challenges we face.

The development of a new Corporate Strategy is helping us refocus resources towards priorities. It is not necessarily about spending more money but about doing things differently to achieve outcomes, accepting that we may not be able to do everything that we do today.

With the current financial uncertainty and increasing costs for services it is possible that actions within the delivery programme will need to be adjusted in order to balance the delivery of Government reforms alongside local ambitions to deliver services for our community, reflecting what we know and can realistically achieve. As the programme develops there may be a need for

Council Expenditure



The total cost of funding local services in Rutland in 2022/23 is £42.3million, up from £41.5million last year. Your Council Tax funds services which ensure the diverse needs of Rutland's residents are met and the most vulnerable in our community are protected.

The Council has continued its savings work and built a further **£1.3m of savings** into its 22/23 budget allowing it to absorb new financial pressures and balance the books with minimal use of reserves.



Delivery Programme - the next 2 years

We have developed a delivery programme for the next two years which incorporates the key actions we will take to help realise our commitments. Some of the actions included within this programme reflect new requirements on the Council and statutory legislation, the full implications of which are not yet fully known at this point in time e.g. the impact of the [adult social care reform cost cap](#) - the amount anyone in England will need to spend on their personal care. This means the key actions within this programme will be regularly monitored to reflect what we do know and can realistically achieve as areas develop and more information becomes available to us.

Priority 1: 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.

Commitment	Actions	Performance Measures
1. Sustainable development: We will develop a Local Plan which guides housing and the infrastructure of our community, conserving the natural and built environment.	<ul style="list-style-type: none"> Develop the issues and options and engage the community in the development of the Local Plan. Complete further consultation on a "Preferred Options" draft Local Plan. Develop an annual process to determine how we set priorities for expenditure of Community Infrastructure Levy. 	<ul style="list-style-type: none"> Homes built meeting assessed housing need. 5-year housing supply.
45 2. Inclusive growth: We will support our economy to recover, tackling economic inequality and low social mobility.	<ul style="list-style-type: none"> Implement a new Economic Development Strategy, supporting economic recovery and growth. Tailor adult and community learning curriculum offer to meet local needs. Provide support for adults experiencing social and/or economic disadvantage in their learning. Submit a levelling up proposal for Government approval. Develop proposal for investment of UK prosperity fund. 	<ul style="list-style-type: none"> New businesses to Rutland. New startups that remain in business. Adult learners on subsidised programmes/courses.
3. Highways assets: We will seek to maintain the current good condition of our roads and footpaths.	<ul style="list-style-type: none"> Implement Highways and Asset Management Strategy and capital programme, adopting a preventative approach to highways maintenance. Deliver highways maintenance programme and maintain public rights of way. Undertake improvements to fix my street process. 	<ul style="list-style-type: none"> Principal and non-principle roads where maintenance should be considered. A,B,C roads in good condition.
4. Heritage and culture: We will enable a thriving, diverse, sustainable heritage and cultural offer with increased community leadership.	<ul style="list-style-type: none"> Complete culture service review to manage heritage assets and future service delivery, including community led. Submit and manage funding bids to sustain local heritage assets. Develop a brand position which celebrates the county and promotes Rutland as a key destination to visit. Develop voluntary sector infrastructure through mapping and understanding of voluntary sector services. 	<ul style="list-style-type: none"> Numbers of volunteers supporting services. Number of Visitors to the County.
5. Towns and villages: We will work with communities to enhance our towns and the county's wider public spaces.	<ul style="list-style-type: none"> Develop a service level agreement for parish and town councils which establishes clear accountability for public assets and space. Develop an integrated public realm strategy for Oakham and Uppingham. 	<ul style="list-style-type: none"> Street cleansing quality measures,

Delivery Programme - the next 2 years

Priority 2: Sustainable Lives: *Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.*

Commitment	Actions	Performance Measures
6. Net zero carbon: We will support the reduction of Rutland's carbon footprint and impact on the local environment.	<ul style="list-style-type: none"> • Work with the Carbon Trust to develop a carbon measure and baseline. • Develop and implement a carbon reduction action plan for the Council. • Promote the Sustainable Warmth Project Fund to enable private sector to improve insulation. 	<ul style="list-style-type: none"> • The carbon footprint of the Council.
7. Minimise waste: We will support residents and businesses to reduce waste and increase the amounts reused and recycled.	<ul style="list-style-type: none"> • Award a new contract for waste and street scene services. • Develop a mobilisation plan for a new waste provider. • Implement the new waste management and street cleansing strategy. • Deliver a community engagement campaign to promote awareness and encourage behaviour change. 	<ul style="list-style-type: none"> • Recycling rates. • Quality of recycling collected. • Waste volume/tonnage.
8. Greener communities: We will encourage the creation of natural habitats.	<ul style="list-style-type: none"> • Encourage developers to increase biodiversity within new developments. • Enable increases in biodiversity through grounds maintenance recontracting. • Complete a water and green space infrastructure study. 	<ul style="list-style-type: none"> • Biodiversity levels. • Biodiversity net gain.
9. Connected communities: We will support sustainable methods of transport through cycle routes, bridleways, public footpaths and community transport.	<ul style="list-style-type: none"> • Review local transport plan. • Devise an electric vehicle charging approach for the County. • Undertake review of RCC vehicle fleet to establish how much can be moved to electric vehicles. • Develop and deliver a local cycling and walking plan. 	<ul style="list-style-type: none"> • Adults who do any walking or cycling (national travel survey). • Bus usage. • Cycleway infrastructure.
10. Digital infrastructure: We will facilitate the increase of superfast capable broadband coverage.	<ul style="list-style-type: none"> • Support the implementation of project Gigabit. 	<ul style="list-style-type: none"> • Fibre network coverage.

Delivery Programme - the next 2 years

Priority 3: Healthy and Well: Promoting health, happiness, and wellbeing for people of all ages and backgrounds.

Commitment	Actions	Performance Measures
<p>11. Healthy lifestyles: We will ensure children have the best start in life and support people to keep themselves healthy and active.</p>	<ul style="list-style-type: none"> • Implement the 0-10 children's public health service. • Implement 11+ public health offer. • Explore opportunities for county-wide leisure provision in partnership with the Rutland Local Sports Alliance. • Deliver annual Active Rutland programme. • Review the Rutland Information Service to develop a prevention front door. • Deliver Holiday Activities and Food programme (HAF). 	<ul style="list-style-type: none"> • Healthy life expectancy at birth. • Adults and children who are active (Active lives survey). • Number of social prescribing referrals.
<p>47 12. Supporting independence: We will support people of all ages with care needs to remain independent.</p>	<ul style="list-style-type: none"> • Prepare for adult social care reform programme including cost of care (Care Account). • Implement a programme to become CQC inspection ready for adult care. • Recommission assisted technology programme contract. • Supporting the voluntary sector to increase their community connections. • Support the roll out of a care at home self-help programme with GPs. • Complete the end to end review of Adult Social Care and the 5 areas of focus – carers, digital, direct payments, prevention assessment and eligibility and complex care. • Implement LLR Carers strategy. 	<ul style="list-style-type: none"> • CQC adult social care judgement. • Prevention of admissions to hospital and care homes. • People discharged from hospital into reablement /rehabilitation services remaining at home. • Reviews leading to a decrease in support. • Permanent admissions to care homes.
<p>13. Joined up care: We will work with partners and neighbouring counties to develop local integrated services which are responsive to community health and care needs.</p>	<ul style="list-style-type: none"> • Evolve the Health and Wellbeing board to be the 'Place' board for health, care and wellbeing integration for Rutland. • Develop and roll out a new integrated neighbourhood multi-disciplinary team for the County, which includes social care staff, general practice staff, and community nurses. • Develop shared care record between adult social care and NHS to assist joint decision making on provision. • Support people in the last phase of their lives through advanced care planning. • Deliver step up to great mental health project. 	<ul style="list-style-type: none"> • Emergency Hospital admissions for falls.

Delivery Programme - the next 2 years

Priority 3: Healthy and Well: Promoting health, happiness, and wellbeing for people of all ages and backgrounds.

Commitment	Actions	Performance Measures
<p>14. Health and Wellbeing Infrastructure: We will work with health partners to improve our health and wellbeing infrastructure to maximise access and the delivery of care closer to home.</p>	<ul style="list-style-type: none"> Review options for bringing care and diagnostics closer to home and the functions of Rutland Memorial Hospital. Explore plans for a Pool and Dry side Provision, or Pool Provision at a new site, to an initial design stage. Prioritise Community Infrastructure Levy (CIL) funding for health infrastructure purposes. 	<ul style="list-style-type: none"> Qualitative feedback on access to health services including across Rutland boundaries.
<p>15. Reducing health inequalities: We will work with partners to ensure all of Rutland has the opportunity to achieve the best health and wellbeing that they can.</p>	<ul style="list-style-type: none"> Support delivery of the Joint Health and Wellbeing Strategy by implementing Rutland County Council actions. Complete a Health Inequalities and Needs assessment for the County, including an assessment of military and veteran populations. Support implementation of LLR Health Inequalities Framework. Deliver transforming care services, aimed at prevention and reduction in admission times. Undertake Health Impact Assessment of the Local Plan's policies and proposals at the "Preferred Options" stage in summer 2023. 	<ul style="list-style-type: none"> Healthy life expectancy at birth. Life expectancy gap.

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Delivery Programme - the next 2 years

Priority 4: A County for Everyone: Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

Commitment	Actions	Performance Measures
<p>16. Inclusive education: We will ensure sufficient school places in inclusive education provision.</p>	<ul style="list-style-type: none"> • Implement special educational needs and or disabilities (SEND) Recovery Plan and deliver SEND better value programme. • Deliver additional SEND school places at Uppingham Community College. • Expand secondary school places to ensure local authority meets statutory duty to provide sufficient school places. • Reviewing childcare sufficiency and provide information to support the market to provide sufficient early education places. • Recommission home to school transport services. 	<ul style="list-style-type: none"> • School capacity. • Mainstream school special provision places. • Children in education, employment or training or their status is unknown. • Children with SEND educated in county. • Educational attainment of school aged Children with special educational needs and vulnerable children.
<p>49 17. Outcomes for vulnerable children and young people: We will strive to improve outcomes for the most vulnerable and disadvantaged groups by delivering a children's service that is graded good to outstanding.</p>	<ul style="list-style-type: none"> • Implement Children & Young People Plan. • Deliver Children's Social Care development plan. • Implement Staying Close Staying Connected project to support the transition of Care Leavers. • Develop foster care placement sufficiency strategy. • Implement Children's workforce development strategy. • Deliver all age Family Hub providing access to support for vulnerable groups. 	<ul style="list-style-type: none"> • Practice review quality. • Statutory timescales for children seen. • Care leavers in education, employment, or training. • Children Looked After with permanency plans. • Children waiting between entering care and moving in with their adoptive family. • Children starting to be looked after that are placed in internal foster placements. • Care leavers in staying put/staying close arrangements • Families with needs met following early intervention support. • Children Centre registrations and sustained engagement.
<p>18. Supporting adults at risk: We will work with key partners to deliver adult social care which is graded good to outstanding, helping individuals to live free from neglect and abuse.</p>	<ul style="list-style-type: none"> • As part of the adult social care reform implement liberty protection safeguards and joint adult and children's working programme. • Deliver a professionally led duty and discharge safeguarding team. • Deliver the Making Safeguarding Personal programme. • Deliver on multi-agency policy and procedures (MAPP) timescales for adult safeguarding. 	<ul style="list-style-type: none"> • Adults with control over their daily life. • Service users that receive their annual review. • Safeguarding concerns completed or progressed in timescales • Service users who say those services make them feel safe and secure.

Delivery Programme - the next 2 years

Priority 4: A County for Everyone: Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

Commitment	Actions	Performance Measures
<p>19. Housing and the cost of living: We will ensure fair access to affordable and sustainable housing and provide support to those most effected by the cost of living.</p>	<ul style="list-style-type: none"> • Develop a bidding programme for commuted sums section 106. • Refresh our Housing, Homelessness and rough sleeping strategy, include delivery of preventative services. • Revise Allocations Policy to reflect new legislation requirements including Armed Forces Act and Domestic Abuse Act. • Deliver homeless prevention floating support contract. • Work in partnership early with developers to ensure new developments reflect local needs and are affordable. • Implement a range of projects to minimise the cost of living impact, including the household support fund, crisis fund, discretionary fund and council tax support programme. 	<ul style="list-style-type: none"> • Number of affordable homes. • New homes affordable for rent levels. • Numbers of new housing approaches. • Numbers of rough sleepers. • Numbers in temporary accommodation.
<p>20. Safe and inclusive: We will work with partners to ensure Rutland remains one of the safest places to live and communities are welcoming.</p>	<ul style="list-style-type: none"> • Develop equality, diversity, and inclusion strategy. • Implement Community Safety Strategy including a priority to improve road safety. • Implement new domestic abuse strategy and delivery plan. • Implement new Changing Places projects providing improved public convenience provision for disabled residents and visitors at Uppingham and Rutland water. • Deliver our inspection and licensing regime to maintain public health, including food safety, licensing and infections disease. • Implement duties under the Armed Forces Act. 	<ul style="list-style-type: none"> • Unitary Authority crime rank. • People killed or seriously injured in road traffic accidents. • Food business hygiene ratings.

Delivery Programme - the next 2 years

Priority 5: A modern and effective Council: Transforming the way we work to deliver effective and efficient services fit for the future.

Commitment	Actions	Performance Measures
21. Financially sustainable: We will take further action to ensure the council lives within its financial means.	<ul style="list-style-type: none"> • Implement a plan for reducing reliance on Council reserves including transformation programme. • Develop a 10-year capital investment plan to guide future spending on infrastructure and facilities. • Implement a new SEND recovery plan to address million-pound high needs funding deficit. 	<ul style="list-style-type: none"> • Balanced budget. • Budget reserve levels. • High Needs Funding DSG deficit. • Business rate and council tax collection. • Sundry debt recovery. • Auditor approved accounts.
22. Best use of resources: We will support our workforce and maximise use of our resources.	<ul style="list-style-type: none"> • Complete asset review and asset strategy implementation. • Develop organisational Business Intelligence, introducing new corporate performance process and model. • Refresh IT strategy, including cyber security. • Implement a leadership behaviours and health & wellbeing programme. • Refresh of the Council workforce development strategy. 	<ul style="list-style-type: none"> • High cost assets identified for disposal. • Public Services Network accreditation. • Cyber essential standard. • Organisational health indicators including staff retention rates and staff turnover, staff sickness absence, staff satisfaction.
23. Customer experience and digital: We will develop our digital approach and improve our customer experience.	<ul style="list-style-type: none"> • Develop a digital strategy focused on customer experience and efficiency, including designing a digital roadmap for all RCC services which establishes investment and resource requirements. • Implement a new website and move more services online, including expansion of available services through MyAccount. • Implement a care account and self-service portal for assessments in adult social care. • Review and republicise our customer service and standards. 	<ul style="list-style-type: none"> • MyAccount registrations and transactions. • Customer service –basket of performance indicators. • Accessibility of website pages.
24. Good governance: We will deliver governance arrangements which supports strong political leadership and effective decision making.	<ul style="list-style-type: none"> • Deliver a smooth and efficient election in May 23. • Develop a good induction programme for Councillors. • Continue review of the Council's constitution including financial and contract procedure rules. • Implementation of scrutiny improvement plan. • Implement a members development programme. 	<ul style="list-style-type: none"> • Delivery of election. • Meetings and agendas on time. • Meetings and information available online. • Procure services in a quick and flexible manner, delivering value for money.
25. Community engagement: We will keep our communities informed and engage residents in open dialogue which promotes a shared responsibility for shaping services in the county.	<ul style="list-style-type: none"> • Develop a new communication and engagement strategy. • Review and refresh participation and engagement strategy for children and young people. • Deliver engagement through community consultations on key areas of development. • Deliver campaign work to increase community capacity e.g. community litter picks, community speed watch etc. 	<ul style="list-style-type: none"> • Customer satisfaction basket of indicators. • Number of key projects utilizing new Engagement framework.

Strategies, Policy, Plans

The following plans underpin the delivery of each priority and includes further detailed information on key actions and deliverables.

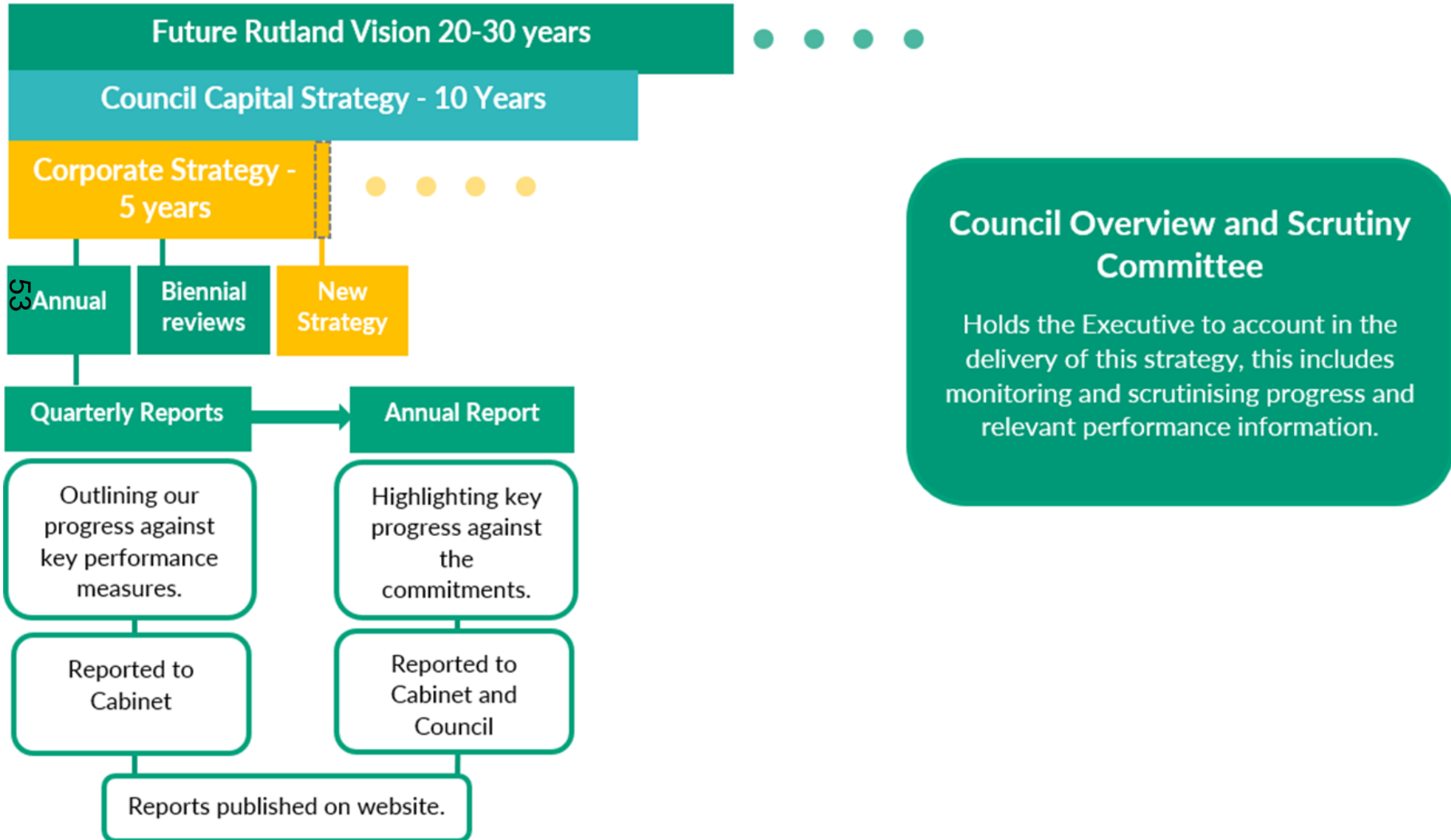
A special place	Sustainable lives
Local Plan Economic Development Strategy Tourism Strategy Highways Infrastructure Asset Management Strategy Housing Allocations Policy Private Sector Housing Renewal Policy Tenancy Strategy	Environment Strategy Waste Management and Streetscene Strategy Local Transport Plan 4 Digital Rutland Strategy Bus Service Improvement Plan Passenger Transport Strategy Parking Policy Public Rights of Way Improvement Plan

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Healthy and well	A county for everyone	A modern and effective Council
Health and Wellbeing Strategy Adult Social Care Strategy Sport and Recreation Facility Strategy Carers Strategy Autism Strategy Dementia Strategy Rutland Market Position Statement Local Outbreak Management Plan Suicide Prevention Action Plan CYP Emotional, Mental Health & Wellbeing Plan Joint Strategic Needs Assessments	Children and Young People's Plan Housing Homelessness & Rough Sleeping Strategy Community Safety Strategy Children's Development Plan Education Framework Joint SEND Commissioning Strategy Domestic Abuse Strategy Safeguarding Children Partnership Business Plan Safeguarding Adults Board Business Plan Youth Justice Plan	Medium Term Financial Plan Treasury Management Strategy Capital Investment Strategy Customer Experience and Digital Plan Communications and Engagement Plan Asset Management Plan Equality, Diversity & Inclusion Statement

Review & Monitoring

The following diagram illustrates how the Corporate Strategy fits into the Future Rutland Vision and wider Council strategies. It also details how we will monitor progress towards the delivery of the Corporate Strategy and the commitments of the Council. Underpinning the performance reports is a **detailed performance framework** which includes a set of key performance measures which are monitored against each priority area.



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COUNCIL

4 July 2022

CABINET RECOMMENDATIONS TO COUNCIL

Report of the Cabinet

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	<p>Cllr L Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy</p> <p>Cllr R Powell, Deputy Leader and Portfolio Holder for Planning, Highways and Transport</p> <p>Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation</p>	
Contact Officer(s):	Angela Wakefield, Director of Legal and Governance	01572 758220 awakefield@rutland.gov.uk
	Tom Delaney, Governance Manager	01572 720993 tdelaney@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council approves the following recommendations from Cabinet on 14 June 2022:

Report No. 106/2022 – Annual Report 2021-2022

- 1) Approval of the Annual Performance Report

Report No. 104/2022 Revenue Outturn Report 2021/22 and Budget Update 2022/23

- 2) Approval of use of new grants received in 22/23 of £2.082m
- 3) Approval for use of existing grants (those held at year end) £0.439m in the 22/23 budget.
- 4) Approval for an increase to the 22/23 budget to cover additional costs was set out in Section 7.1 of £3m to be funded by General Fund (£2.742m) and Earmarked Reserves (£0.318m)
- 5) Approval to set aside £300k for further requests for funding that will emerge over the coming months as more information became available regarding planned Government reforms and the status of local projects (Section 8.7) and that the Chief

Executive and Strategic Director for Resources are given authority to allocate this funding.

- 6) Approval to establish a High Needs earmarked reserve (no upper ceiling) to cover historic costs as per para 7.8.

Report No. 110/2022 – Highways Capital Programme – Second Allocation 2022/23

- 7) Approval for the Department for Transport (DfT) Capital Highways Maintenance Block funding allocation received to the value of £1.506m be used for highway carriageway, footway, bridges and drainage schemes as per Appendix A to Report No. 110/2022

1 PURPOSE OF THE REPORT

- 1.1 To present the recommendations of the Cabinet referred to Council from the meeting on 14 June 2022.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Council was also recommended to approve the Corporate Strategy by Cabinet on 24 May 2022 following consultation and this is set out in Report No. 120/2022
- 2.2 Main considerations are set out in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

3 CONSULTATION

- 3.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

4 ALTERNATIVE OPTIONS

- 4.1 Any alternative options to the recommendations were outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

5 FINANCIAL IMPLICATIONS

- 5.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

7 DATA PROTECTION IMPLICATIONS

- 7.1 Where required a Data Protection Impact Assessments was completed and this is outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022..

8 EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact Assessment (EqIA) was completed where required in the compilation of the original reports and this is outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

11 ORGANISATIONAL IMPLICATIONS

- 11.1 As outlined in Report No. 106/2022, Report No. 104/2022 and Report No. 110/2022.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 Council is recommended to approve the proposals recommended by the Cabinet.

13 BACKGROUND PAPERS

- 13.1 Agenda and Minutes of Cabinet on 14 June 2022.

14 APPENDICES

- 14.1 Report No. 106/2022 – Annual Report 2021-2022

Appendix A to Report No. 106/2022

- 14.2 Report No. 104/2022 - Revenue Outturn for 21/22 and 22/23 Budget Update

Appendices A-G to Report No. A1-G

- 14.3 Report No. 110/2022 – Highways Capital Programme – Second Allocation 2022/23

Appendices A and B to Report No. 110/2022

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

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CABINET

14th June 2022

ANNUAL REPORT 2021-2022

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

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/140422	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Kevin Quinn, Head of Corporate Services	01572 758292 kquinn@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

1. Notes the contents of the annual report and the performance of the Council over the last year.
2. Recommends the Annual Performance Report to July Full Council for consideration.

1 PURPOSE OF THE REPORT

- 1.1 To provide Cabinet with an Annual Performance Report (APR) for the period April 2021 to March 2022.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The APR forms part of the Councils overarching performance management framework which is designed to improve the quality of our services by understanding progress and areas requiring action. Performance reporting includes quarterly, mid and end of year reports which are provided to Cabinet and published on the website.
- 2.2 Performance reporting, and in particular the APR, supports the Councils commitment to being open and transparent in the delivery of its services by providing residents with detailed information on expenditure, service delivery and

performance.

- 2.3 The APR details how the Council is performing in relation to its corporate aims and objectives and provides an opportunity to promote to residents key successes and challenges over the last 12 months. As we are in the process of developing a new Corporate Strategy this APR concludes the current Corporate Plan 2019-24.

3 ANNUAL PERFORMANCE REPORT 2021-2022 – APPENDIX A

- 3.1 The report has been developed alongside Directorates and includes:

- Information on how the Council has responded to the Pandemic, providing some key highlights and metrics on the services delivered.
- Information on our financial health and budget, including how demand has changed for some services.
- Progress against each of the strategic aims within the existing Corporate Plan 2019-2024, highlighting key projects and initiatives - including benchmarking performance data.
- End of year information on our performance against the 68 key performance indicators currently measured against the Corporate Plan.
- Information on our corporate health including the outcomes of internal audit of process and procedures.

Our performance

- 3.2 During 2021-22 there have been several challenges the Council has had to contend with, including the ongoing impact of the pandemic, major policy change, local political movements, difficulty recruiting to staff vacancies and more recently the war in Ukraine and cost of living crisis. The Council has responded by taking action and delivering services which were unplanned for and, despite this difficult context, the Council has made progress against the majority of the strategic aims and key performance metrics that were set out within the Corporate Plan 2019 -2024.
- 3.3 There are areas where performance has not met target, however there is a clear understanding as to why performance has not met expected levels. Areas where strategic aims have not been achieved, including housing development, remain a key focus for the Council and as such are reflected within the draft Corporate Strategy 2022-27.
- 3.4 Demand for Council services has increased in several areas, some of which can be attributed to the impact of the Pandemic but nonetheless has placed additional pressure on services to maintain performance whilst managing additional demand.
- 3.5 Internal audit processes reflect that the Council are following the appropriate procedures and processes when delivering services.

Next Steps

- 3.6 The Council will continue to provide regular performance information to residents outlining progress against the commitments the Council has made within the proposed new Corporate Strategy 2022-27.
- 3.7 The Council will continue to strengthen communications around the Corporate Strategy and progress against it, which will go beyond the regular performance

reporting cycle, and will include regular promotion and information sharing through various channels such as press releases, website updates and engagement activities etc.

4 CONSULTATION

- 4.1 Future performance reports will document progress against a new Corporate Strategy, the foundations of which are based on the Future Rutland Vision - a shared document which has been coproduced with the community through an extensive engagement and formal consultation exercise.

5 ALTERNATIVE OPTIONS

- 5.1 Performance management is essential for transparency and is a critical tool for holding the Council to account by informing residents how we are performing against the commitments we have made.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications arising from this report. The report provides information on the Council budget and pressures.

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.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no direct community safety implications arising from this report. The report highlights how the Council has performed in relation to safety, with a particular focus on road safety.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 There are no direct health and wellbeing implications arising from this report. The report documents progress made against the strategic aims for health.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The APR forms part of the Councils performance management framework designed to improve the quality of Council services.
- 12.2 Regular performance reporting plays a key role in keeping residents informed,

providing accountability and helping to build trust.

- 12.3 The report highlights the progress and challenges for the Council over the last year and concludes the current Corporate Plan.
- 12.4 Performance reporting will continue against a revised Corporate Strategy.
- 12.5 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 – Annual Performance Report 2021-2022

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

Annual Performance Report

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2021 - 2022

High Quality of Life in Vibrant Communities



Introduction

High Quality of Life in Vibrant Communities

Welcome to Rutland County Council's Annual Report for 2021/22, which is published at the end of each financial year as part of our commitment to being open and transparent about how we spend your money and serve our communities.

The annual report provides an opportunity to share with residents how we are performing in the delivery of key services and the commitments we have made within our Corporate Plan 2019-2024.

Throughout 2021 we have continued to deliver a range of additional services in response to the global pandemic and the report is set within this context. Indeed, the pandemic continues to have lasting implications on all of our lives and, like all local authorities, the Council will have to adapt to this changing landscape. Therefore, we are introducing a new Corporate Strategy for 2022-2027.

Like all councils, we have national and local targets to meet. The data within this document details whether we are meeting these, and if we aren't, what we do to improve performance. We welcome your thoughts and views to help us to improve what we do.



Mark Andrews
Chief Executive



Councillor Lucy Stephenson
Leader Rutland County Council



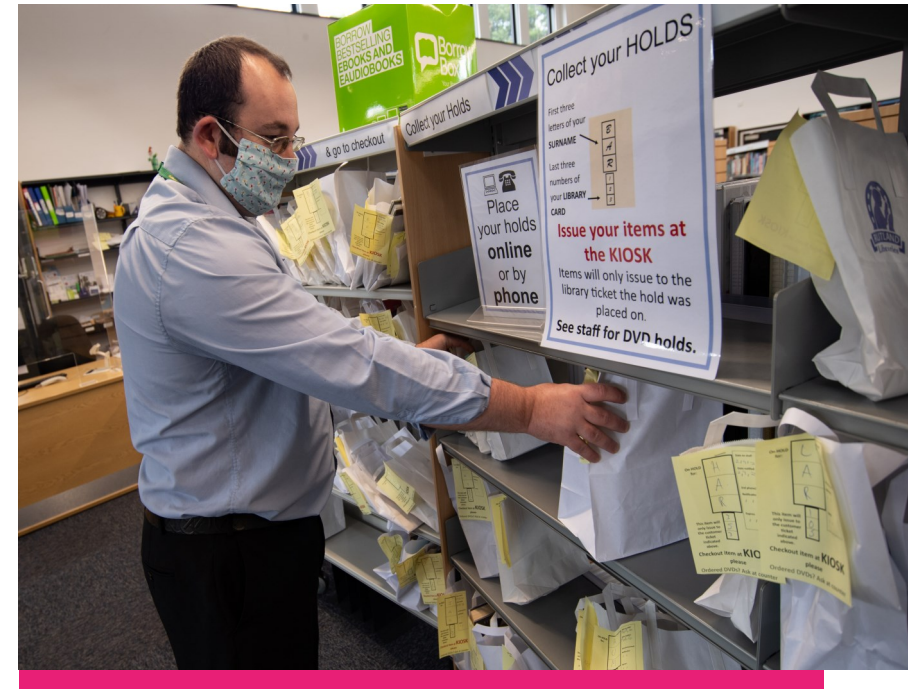
Responding to the Pandemic

The pandemic of the last two years has presented new challenges and demands for the Council.

During this time, we have been required to adapt the way we deliver services and the types of services we provide. This has included a significant number of new responsibilities and projects designed to mitigate the impact on Rutland and keep residents and the community safe, whilst continuing to deliver the range of services already in place.

Working differently through the pandemic has also seen a successful transition of many services from face to face to online, ensuring that residents could continue to interact by other means.

This included introducing MyAccount to enable residents to book services and track progress online including booking Civil Amenities, reporting missed bins and covid testing etc. Other examples include going digital with Registrars, Planning, Libraries and delivering support activities for children and families.



31,000: Vaccinations administered through the Vaccination Centre mobilised at Rutland Council offices.



24,000: Covid tests distributed through a new Covid Testing Centre and Community Collect schemes across 5 sites.



1660 transactions completed online through the new MyAccount facility.

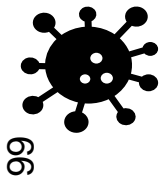


£75,000 distributed in Test and Trace payments to support households required to self-isolate.

Responding to the Pandemic

One of our biggest challenges involved delivering a number of Government funding streams set up to support local businesses and residents.

This involved setting up new application processes online and processing payments. In all this meant an additional 40 new funding returns for new funding streams:



£1.1m: Department for Health and Social Care grant funds distributed to support adult care providers with infection control and to maintain workforce.



£133k: Set up a household support fund distributed to the most vulnerable families, helping **600 families** and **£55,000** of Covid winter grants helping **300 families**.



£108k Hardship funding distributed to **over 730 households** struggling with Council Tax.



£22.2m of business support grants in total distributed to **2,500 businesses** during the course of the pandemic.



Our Financial Health

Council Expenditure

The Council is committed to being financially sustainable and we have two priorities:

1. Ensuring the Council can live “within its means”, balancing the Council budget in any given year without using General Fund reserves.
2. To maintain the General Fund reserves above the recommended minimum limit of £3million.

These two priorities are underpinned by other financial objectives including securing value for money, ensuring spending helps achieve Council priorities and being financially transparent.

Our 2021/22 financial performance

The Council approved a budget which included relying on £1.1m of General Fund reserves, however work undertaken to review services realised savings of £970k, **2.3%** of our budget. Ultimately, we came under budget in the year and did not rely on General Fund reserves to balance the budget during 2021-22, thereby achieving our key financial priority.

However, despite making savings since it approved its last budget, the Council is projecting a £2.2million deficit from 2023/24 onwards. The Council is updating this position and is expecting the deficit to increase as it begins to feel a greater impact from high inflation, and demand. Importantly, the Council’s General Fund balances continue to be well above the £3m minimum limit (priority two) and therefore can be used to support the Council to meet rising pressures whilst savings are delivered.

Demand

Demand for our services has increased.

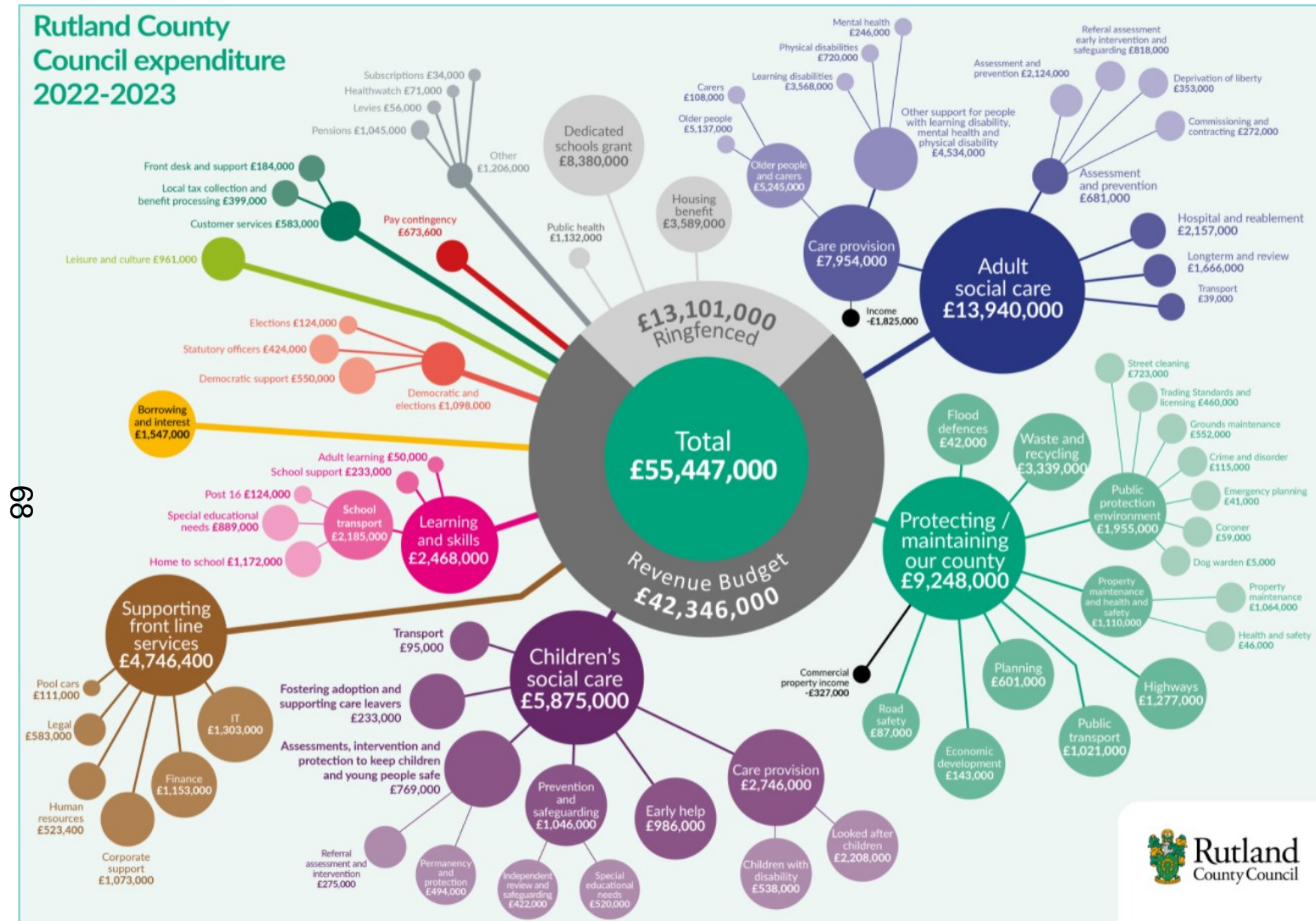
During the year the Council received 40,255 calls directly to customer services alone, 4347 contacts for children’s and adult social care, in addition to 1,660 online transactions received through MyAccount.

Examples of how demand has changed

- **30%** increase pre pandemic household waste levels.
- **14%** increase in Education, Health and Care Plans supporting children with special educational needs and/or disabilities.
- **13%** increase in assessment requests for children with special educational need and/or disabilities.
- **45%** increase in numbers accessing parental support courses.
- **15%** increase in identified carers providing support for vulnerable adults.
- **17%** increase in adult social care assessments.
- **11%** increase in planning applications.
- **38%** increase in highways enquiries since 2020-21.

Your Council Budget

Rutland County Council expenditure 2022-2023



The agreed Council budget for 2022/23* is £42.346m.

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* at the time of publication

Progress and Achievements 21/22



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We may be England's smallest County, however we pack a punch and Rutland is at the top of the performance charts for many aspects of life. As part of our performance management framework, we regularly monitor our progress against a range of service quality and life outcome indicators to understand how we perform as a Council in comparison to our peers.

Our Corporate Plan Commitments

To realise our vision of high quality of life in vibrant communities we identified four priority areas below. This report documents progress against each priority, highlighting projects, service development and progress against our key performance indicators.

1. Delivering Sustainable Development

2. Protecting the Vulnerable

3. Vibrant Communities

4. Customer Focused Services

Performance - How we compare

Benchmarking shows us that Rutland is a great place to live, where residents receive a high quality of service across a range of areas which is resulting in better life outcomes.

In many areas Rutland is performing better than the national average when compared to other Unitary Councils and national performance measures.*

Health & Care

70

2 days better for hospital bed transfer delays which are attributable to social care.

13% better for residents not requiring long-term support following adult social care reablement services.

1st: for female life expectancy and **2nd best** for male.

1.8% better: for adults who are active for 150 plus minutes a week.

3rd lowest Who die prematurely, whose quality of life is impaired by poor health.

Care Leavers

1st: 91% of Care leavers who are in education, employment or training **the best performing** Unitary Authority.

Top 10: For Adult's service users who remain at home 91 days after discharge.

Education

2nd: for Children achieving expected level at foundation stage.

2% better: pupils who reach the expected standard at the end of key stage 2 in reading, writing and mathematics.

8% better: Children who are offered their preferred choice of school in the County.

7th: for the percentage of young people aged 16-17 in education or training.

Your roads

4% better: Public satisfaction with highways and transport services.

2% better: percentage of roads requiring maintenance.

Crime

Waste

2nd lowest: crime rate for a unitary authority.

19%: more waste sent for reuse, recycling and composting.

* Data is based on publicly available information and relates to the data position which is available at the time of reporting.

1 Delivering Sustainable Development

About

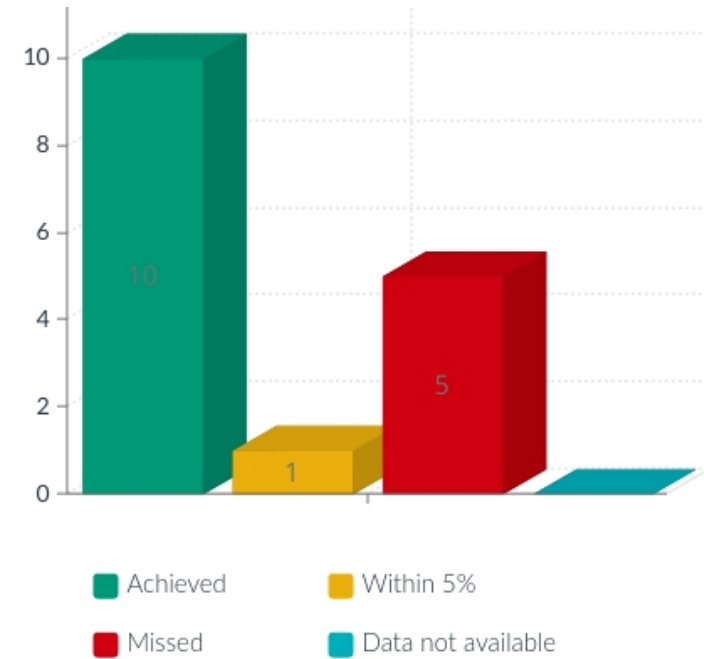
This priority theme focusses on the development of the County and includes the environment, housing and local infrastructure, transport, broadband and employment opportunities.

Our **strategic aims 2019-24** were:

- Develop a 50-year vision for Rutland.
- Support the delivery of high-quality employment opportunities.
- Commit to the development of a strategic plan for Oakham Enterprise Park (OEP).
- Provide homes that young families can afford.
- Improve broadband and mobile services.
- Make sure that development is supported by services, facilities and transport infrastructure.
- Adopt a sound Local Plan to deliver a minimum of 160 homes each year.
- Develop an Environmental Policy to meet Rutland's needs and the challenge of climate change.

Our Targets:

For this priority there are **16** key performance indicators which are monitored routinely with an overview of current performance outlined in the chart. There are 5 indicators off target, including the development of new homes, and further narrative on the performance for each indicator and what we are doing where we are off target can be found on pages 24-30.



Performance Headlines:

99%: Planned Highway maintenance completed within schedule.

82%: Average condition of A-C roads.

88%: Processing of planning applications in timescales.

1 Delivering Sustainable Development

In Focus: Future Rutland



As part of our priority to create a vision for the County we undertook an extensive community engagement exercise designed to develop a shared vision which sets out the type of place residents want Rutland to be. Across the engagement process we heard directly from over 2000 residents and received over 5000 responses from the community resulting in a vision where every goal is directly aligned with the aspirations of local people.

The [Future Rutland vision](#) has been endorsed by the Council and will provide the Council with a framework for our new Corporate Strategy and the delivery of our services, based on what matters most to our residents.

4.7m: distributed in business grants to over 900 businesses, helping support local employment.

Business

- Supported our local businesses and high streets with [Welcome Back Fund](#); [rent holidays and debt repayment plans](#); Covid Support Officers; Public Protection and Community Safety.
- 53 Commercial tenants supported through a [Rent deferral scheme](#) at Oakham Enterprise Park.
- Undertook a series of activities using consultants, in house resources and contractors to establish baseline information to prepare a [strategic plan for OEP](#) and enable robust and informed decision making.

Employment

- Partnered with Department for Work and Pensions to provide Job Centre Plus [sessions at Oakham Library](#) on Wednesdays and Fridays.
- Partnered with National Careers Service to provide [Careers Advice sessions](#) at Oakham Library on alternate Mondays.

1 Delivering Sustainable Development

Digital

96%: Phase 3 of the Digital Rutland project completed with 96% of premises in the county now able to access superfast broadband.

Housing

- 73 • Secured approval to fund **an affordable housing development of 40 properties**.
- Negotiated a three-way contractual agreement with Homes England and the Ministry of Defence for **Housing Infrastructure Funding** with considerable concessions from both parties.
- Recommissioned and established a new **building control service** through Leicestershire Building Control Partnership, improving our service resilience.
- Implemented a new **design quality guide** to improve the quality of new development being built in the County.

Waste

- Maintained household waste collection services running – in a recent survey bin collection was the **top-rated service** for resident satisfaction.

Highways and Transport

- Continued with our highways and public rights of way **capital investment programme**. A total capital expenditure of **£2.74m** grant funding in the year with a total of **£3.92m** spent on highways overall.
- Developed **new strategies** for waste, highways, bus improvement and parking services.
- Brought the **Oakham Hopper bus service** in house to reduce costs.



1 Delivering Sustainable Development

Areas of Development

There are aspects of this priority that we wanted to complete this year but we have been unable to do so. These are

- **Implementing a new Local Plan:** The submitted Local Plan was withdrawn in September 2021. However the Council is now in the process of developing a new plan with the first stage of consultation on issues and options planned for summer 2022. This priority remains within our new corporate strategy.
- **Developing and environmental policy** to meet Rutland's needs and the challenge of climate change: Although the policy has not yet been developed a climate emergency has been declared and this area forms a key part of our new corporate plan with commitments to reduce carbon and enhance biodiversity.

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Rutland Climate Action Network established, and a climate summit held which resulted in a climate ecological emergency declared. An environmental policy continues to be developed and is reflected within our new corporate strategy.

2 Vibrant Communities

About

This priority focusses on the development of cultural and leisure services, education and learning, healthcare and safer roads.

Our **strategic aims 2019-24** were:

- Protect, maintain, enhance and conserve what makes Rutland great.
- Improve access for children and young people to be engaged out of school.
- Explore new and improved cultural and leisure opportunities for Rutland.
- Make our roads safer.
- Work with partners to protect and enhance healthcare within our community.
- Provide an inclusive and high-quality learning offer, and to support the expansion of our schools and learning to meet need.

Our Targets:

For this priority there are **24** key performance indicators which are monitored routinely with an overview of current performance outlined in the chart. There are 2 indicators off target, heritage site visits and exercise referrals, and further narrative on the performance for each indicator and what we are doing where we are off target can be found on pages 24-30.



Target Headlines:

- 96% of children securing their first choice of primary school.
- 93% of children offered their first choice of secondary school.
- 56,731 visits to our libraries this year.

2 Vibrant Communities

Education

In Focus: Secondary School Expansion

This year we **committed £5.5m** to support the expansion of Catmose College to create additional school places to meet local demand. The project will create 30 extra places in each year group by September 2026 when the school will have increased capacity from 1050 places to 1200.

This expansion will improve facilities on site offering additional support and a broader curriculum for all our students. The expansion will include new science laboratories, ICT, design technology and food classrooms.

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- Launched a new **Enhanced Resourced Provision (ERP)** for children with special educational needs and/or disabilities (SEND).
- **Set up a primary phase nurture provision** supporting the children with additional needs in mainstream schools.
- **Education Inclusion Partnership:** A new project led by schools for schools, providing over 100 children with additional support in school.
- **Rutland Adult Learning and Skills Service** maintained its Matrix standard - the Department for Education's (DfE) standard for ensuring the quality of the delivery of high-quality information, advice and guidance. Our Community and Adult Learning offer was maintained through online and face to face courses.
- Piloted an expansion of **Virtual School** service supporting Children looked after, to include children in need and children under child protection.



2 Vibrant Communities

Road Safety



- Provided 252 places on **bikeability courses**, supporting safe cycling.
- **Engaged schools and colleges** promoting road safety education initiatives and activities.

Community Speed Watch: This year we facilitated the delivery within Barleythorpe, Stretton, Ryhall and Essendine.

- We have invested **£2.74m** of grant funding on our highways maintenance programme to make our roads safe to drive on.
- Identified **12 locations** for further highway investigation following analysis of local police accident data.
- Carried out **safe and sustainable travel partnership** visits to local primary schools.
- Delivered a series of partnership **community engagement** and awareness raising events including share the road, tyre safety, Be Bright Be Seen, Anti drink drive, road safety week, e scooter advice, changes to the Highway Code and Safer driving courses.

2 Vibrant Communities

Working in partnership with Anglian Water the Council secured over £40,000 of grant funding to plan the future of [two incredible archaeological and palaeontological discoveries](#) - a beautiful **Roman mosaic** depicting the siege of Troy, said to be the most important Roman find in the UK for over 100 years and the remains of an ancient ichthyosaur from the Jurassic period. The fossil, nicknamed the **Rutland Sea Dragon**, is over 33 feet long with a skull weighing more than a tonne.

The National Lottery funded work will explore how best to interpret the ichthyosaur remains and the villa complex. These plans, which will take around a year to complete, will assess options for long-term conservation and how to improve public understanding of these two discoveries.

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Leisure and Culture

This year we undertook a review of leisure services and secured an agreed future approach, including £250,000 to match fund new provision in the county.

- Secured **grant funding** for active travel, Welcome Back, culture and leisure
- Set up a **Holiday Activities and Food Programme (HAF)** providing vulnerable families with access to free holiday and food provision.
- Opened a new **commercial venture** at the Castle (Castle Café).
- Launched a **Library Home Delivery Service** to replace the Mobile Library.

2 Vibrant Communities

Health

- Developed the Health and Wellbeing Board Strategy - A Plan for Place, setting goals for our working as an **Integrated Care System**.
- Secured funding from the Primary Care Network and Clinical Commissioning Group to develop the RISE service into an **integrated community health and care team**.
- Reviewed the **Wellbeing Contract** resulting in services moving in house and a saving being achieved.

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Rutland's Health and Wellbeing Board has approved a new joint strategy which contains shared ambitions for improving health and wellbeing and addressing health inequalities in the County.

As part of new ways of working between the NHS and councils, different local areas have been exploring how to improve the overall health and wellbeing of their populations. This has led to the creation of a new high-level Health and Wellbeing Strategy with a shared vision and priorities for political, clinical, professional and community leaders in Rutland.

3 Protecting the Vulnerable

About

This priority includes the delivery of both Children's and Adult Social Care services which, combined, account for some 36% of the Councils budget.

Key services include early help support for families, children in care, care leavers and children with special educational needs and/or disabilities.

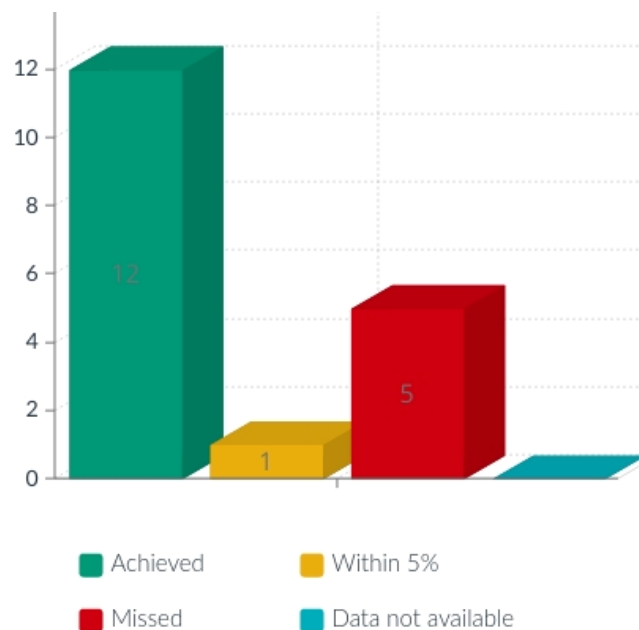
Adult services provide essential safeguarding services in addition to key health and enabling support to vulnerable adults, helping to promote independence.

Our **strategic aims 2019-24** were:

1. Improve services that care for our children and protect them from risk and harm.
2. Protect and improve the lives of vulnerable adults.

Our Targets:

For this priority there are **18** key performance indicators which are monitored routinely with an overview of current performance outlined in the chart. There are 5 indicators off target within children's services and further narrative on the performance for each indicator and what we are doing where we are off target can be found on pages 24-30.



Target Headlines:

- **100%** of Care Leavers are in suitable accommodation.
- **97%** of contacts into children services processed within 1 working day.
- **95%** of single assessments are completed in 45-day timescales.
- **96%** of adult social care reviews completed annually.
- **86%** of adult social care reviews completed on time.
- **94%** of adults remain at home 91 days after hospital discharge.

3 Protecting the Vulnerable

Children's Services

In Focus: Children Services Ofsted

Rutland Children's Services have continued to implement a range of service developments and practice to further strengthen support for vulnerable children and families. This has included creating a new Through Care team to support those leaving care prepare for adulthood. Our performance data shows the significant progress which has been made, reflected in the most recent Ofsted focused visit in January:

“The local authority has maintained a clear focus on protecting children and improving the quality of social work practice in Rutland. Senior leaders know their services well and have focused effectively on an improvement plan despite the challenges of the pandemic”.

Healthy Child Public Health: Redesigned our 0 to 19 offer to better reflect the needs of our population and support key initiatives such as the development of a new Family Hub.

- **Secured additional funding** from Department for Education Regional improvement and innovation framework in support of children services development.
- Maintained a universal offer for all children and families throughout the pandemic by **providing a digital and online offer** alongside face-to-face contact for the most vulnerable families.
- Developed a delivery model for the creation of a new **Family Hub** service providing tailored support to families.
- **Expanded our group work programme for all families**, such as parenting support, reducing parental conflict, Triple P and sleep support.
- Created a **new Throughcare Team** to support transition into adulthood for children and young people in response to feedback from young people.
- Undertook a needs assessment and **developed a Domestic Abuse Strategy** to meet requirements of the new Domestic Abuse Act 2021.

3 Protecting the Vulnerable

Adult Social Care

Restructured our Public Health offer for Rutland creating our own public health team complete with consultant and support staff at zero additional cost

- Increased prevention capability and enablement through amalgamation REACH into the MiCARE service; kept up with hospital discharges
- Changed the learning disability day care offer to a flexible community model and new building base at adult learning at Oakham Enterprise Park.
- The administration of Disabled Facilities Grants has been successfully brought back in house, creating a more efficient service and reducing waiting times for residents.
- Supported the government to resettle interpreters and high-risk families and supported further unaccompanied asylum seeking children.
- We continue to promote smart cards as the preferred way of accessing Direct Payments.



- We increased the number of carers we worked with last year by 15% and we have reviewed 97% of identified carers this year within our preferred timescales.
- We have expanded the Admiral Nurse service working with carers for those with dementia.
- Secured a 99% uptake of vaccinations in care settings, giving Rutland the highest uptake in Leicester, Leicestershire and Rutland.

4 Customer Focused Services

About

This priority includes developing our customer services, enhancing digital services and managing our finances and ensuring that we use our resources wisely.

Our **strategic aims 2019-24** were:

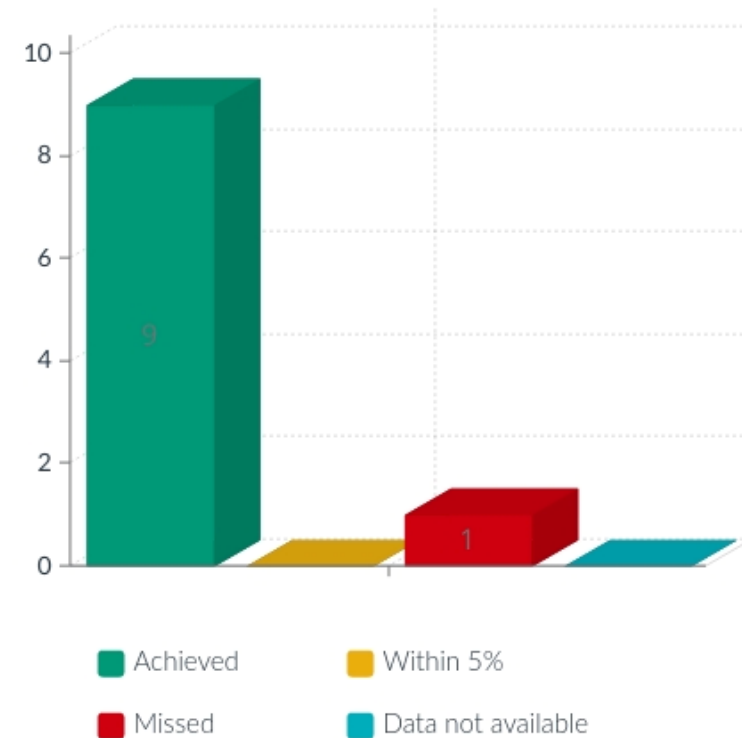
1. Develop and implement a new Customer Services Strategy.
2. Develop customer responsive systems.
3. Develop a sustainable Medium Term Financial Plan to support service delivery.
4. Enhance digital access to services - Launch 'MyAccount'

During the year our 'Let us Know' service received **116** compliments about the quality of our services and **65** complaints.

98% of complaints were responded to within timescales and 34% of complaints were upheld, meaning that we didn't get our service right. Overall however 98% of complaints were dealt with within our complaints procedure.

Our Targets:

For this priority there are **10** key performance indicators which are monitored routinely with an overview of current performance outlined in the chart. There is 1 indicator off target relating to staff turnover, further narrative on the performance for each indicator and what we are doing where we are off target can be found on pages 24-30.



Target Headlines:

- **95%** of calls answered within 4 minutes.
- **96%** invoices paid on time.
- **98%** of Council Tax received.

4 Customer Focused Services

In Focus: MyAccount Service

Welcome to RCC MyAccount

- Access council services 24/7
- Make service requests
- View Council Tax Information
- Show property information
- Review your previous cases

Click Here to Login

Click Here to Register

This year we launched a new MyAccount service, a new way for people living in Rutland to self-serve online - making it the quickest and easiest way to interact with us.

MyAccount enables customers to review and track progress of any enquiries they have raised and receive email and text alerts whenever there's an update. By providing updates on how requests are progressing residents no longer need to wait in a call queue or for up to five working days for an email response.

Currently there are 8 Council services available through MyAccount including bins, roads, council tax and more and we continue to expand what customers can do online. This year **4,006** residents sign up to MyAccount completing **1,660** service requests.

Going Digital

- Pro-actively engaged with the Department for Levelling Up, Housing and Communities (DLUHC) and the National Cyber Security Centre (NCSC) to review the Councils **cyber security controls** against best practice. Based on the outcome of the review, the Council has been **granted £150k** to invest in controls which should 'help reduce cyber risk and increase recoverability from a ransomware incident'.
- Successfully launched a **new Customer Service Offer** providing an enhanced digital offer.
- **Went digital** with Housing Register, Registrars, Planning, Libraries, Museums and Children's Services.
- Promoted **digital planning** system with parishes.

Areas of Development

Although we were not able to revise our customer services strategy as planned we have developed our digital offer with the creation of MyAccount. Continuing to develop our customer focus remains a key commitment within our new corporate strategy.

Our Corporate Health

Our Finances - using our resources wisely

- We have increased frequency and amount of **financial reporting** to Councillors to help shine a light on financial challenges and this has received positive feedback.
- We have **made savings** and in year efficiencies that significantly reduced projected budget in year deficit in 21/22.
- Completed around **40 extra finance returns** to Government covering Covid and other grants.
- Successfully produced the statement of accounts by deadline.

Our Workforce

Staff sickness remains low compared to other English authorities, however staff turnover has increased this year as anticipated as the pandemic restrictions ended. This means our workforce is under capacity with circa £1m of underspend arising from staff vacancies which we have struggled to fill.

Recruitment in the sector remains challenging due to a shallow market for local government roles and salary competitiveness, with salaries remaining artificially low for many years. This is requiring us to think different about how we organize and deliver our services in the future.

Elections: This year we successfully organised and delivered by-elections in Oakham South, Ryhall and Casterton and Oakham North West.

Governance

During the year we undertook a review of the Councils Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. This included a review of the Councils scrutiny function which resulted in the implementation of new scrutiny arrangements. Overview and scrutiny committees help to hold the Council executive to account for the decisions and actions that affect their communities and can also play a valuable role in improving and shaping policy.



Audit of Council Services

The Council utilise Internal Audit to undertake regular audits of Council services which includes reviewing our processes, procedures and relevant control measures. The purpose of internal audit to establish if we are effectively managing service delivery and the outcomes from audits help us to ensure that any risks are identified and mitigated. This year internal audit have carried out 13 audits of service areas, the results reinforce that procedures within the Council are good.

Audits areas :

1. Control Environment = Audit of the standards, process and structures in place for managing a service.
2. Compliance = Focuses on how effective the Control Environment has been followed.
3. Organisational Impact = Measures the overall risk and potential impact associated the area that has been audited.

Area Audited	Control Environment	Compliance	Organisational Impact
Payroll	Substantial	Good	Minor
Contract management	Good	Good	Minor
Health and safety	Good	Satisfactory	Minor
Cyber security	Satisfactory	Good	Moderate
Risk management	Satisfactory	Good	Minor
Development management	Good	Good	Minor
Adult safeguarding	Substantial	Good	Minor
Integrated LD (Learning Disability) and ASD (Autistic Spectrum Disorders) Lifetime Offer	Satisfactory	Good	Minor
Payments to Early Years providers	Good	Good	Minor
Waste Contract Procurement	Substantial	Substantial	Minor
COVID-19 Recovery	Substantial	Good	Minor
Local Taxes (Council Tax, Business Rates)	Substantial	Substantial	Minor
Creditors	Substantial	Good	Minor

Control environment and compliance ratings key

 = Substantial
  = Good
  = Satisfactory
  = Limited
  = No

Organisational impact ratings key

 = Minor
  = Moderate
  = Major

Performance Indicator Tables

Each corporate priority has a set of key performance indicators which are monitored routinely. Targets are rated as **green** = on target, **amber** = within 5%, **red** = off target, DNA = data not available. Of the targets where data is available the Council is achieving **76%**, 47/62 indicators. Data provided is based on 31st March 2022 position unless stated.

Performance Indicators (Sustainable Development)	Target	Result	Status	Commentary
Net additional homes provided	160	96	Red	The development of new homes has reduced with restrictions on the construction industry due to the pandemic. A new local plan is in development to address the short fall in housing and remains a key commitment within our new Corporate Strategy.
Number of affordable homes delivered	40	16	Red	
Housing delivery	100%	156%	Green	
5 year supply of housing land	5.5 years	3.5 years	Red	
Processing of major planning applications	60%	75%	Green	
Processing of minor planning applications	65%	95%	Green	
Processing of other planning applications	80%	94%	Green	
% of non-frequent bus services running on time	83%	87%	Green	
% A roads in generally good condition	74%	81%	Green	
% B roads in generally good condition	72%	87%	Green	
% C roads in generally good condition	72%	78%	Green	

Performance Indicator Tables

Performance Indicators (Sustainable development)	Target	Result	Status	Commentary
% of planned highway maintenance completed within schedules	95%	99%		
Residual waste per household	505kg	415kg		<p>The data shown is of end of Dec 21. Waste volumes have increased which is inline with national trends due to changes in habits associated with the impact of the pandemic. There has been some positive change seen during the last quarter of the year however we need the final quarter data to understand how this has impacted on overall performance</p> <p>Minimising waste remains a key feature of our new Corporate Strategy with long term plans being developed to support waste reduction and increase recycling.</p>
% of waste sent for recycling	57.8%	53%		
Number of missed bins (per 100,000 collections)	60	104		Performance has been impacted by the immense pressure on the service caused by covid, national driver shortages and vehicle maintenance and repairs.
Number of fly tipping incidents	329	184		

Performance Indicator Tables

Performance Indicators (Vibrant Communities)	Target	Result	Status	Commentary
% of children offered their first choice primary school place	95%	95.5%		
% of children offered a primary school of their choice (1st to 3rd choice)	100%	100%		
% of children offered their first choice secondary school place	90%	97%		
% of children offered a secondary school of their choice (1st to 3rd choice)	88%	99%		
% of children achieving at least the expected or exceeded level across all 17 learning goals	70.2%	DNA		Government changed accountability due to impact of the Pandemic on assessments and therefore data not published.
% of children meeting the standard in phonics	82%	DNA		
% of children achieving the expected standard in English reading, English writing and Mathematics at KS2	64%	DNA		
Attainment 8 score	44.5	DNA		
Progress 8 score	-0.2	DNA		
3+ A grades at A-Level	12.9%	DNA		
% of children not in Education, Employment or Training	2%	0.3%		
% of children whose destination is not known	3%	1.1%		
Annual heritage site visits	30,000	36,401		

Performance Indicator Tables

Performance Indicators (Vibrant Communities)	Target	Result	Status	Commentary
Annual heritage site formal pupil visits	500	357		Visits reduced as a consequence of Covid restrictions but have since increased.
Annual library visits	40,000	56,731		
Number of active library users	3,000	4,394		
% of schools participating in school games	100%	100%		
Number of individuals on exercise referral programmes	500	95		Data as of end Dec 21. Target below expected rate with referrals reduced during the Pandemic.
Adult Levels of Physical Activity: Active (at least 150 mins a week)	60%	66.80%		
Adult Levels of Physical Activity: Fairly Active (30-149 mins a week)	14%	7.50%		
Adult Levels of Physical Activity: Inactive (less than 30 mins a week)	26%	25.70%		
% of food businesses rated between 3-5 on the Food Hygiene Rating Scheme	95%	99%		
Loans of physical library stock	40,000	98,966		
Loans of digital library stock	30,000	68,339		

Performance Indicator Tables

Performance Indicators (Protecting the vulnerable)	Target	Result	Status	Commentary
People killed or seriously injured in road traffic accidents	<23	15		
% of eligible children registered with Children's Centre	90%	71%		Council is working with NHS to enable better sharing of birth data to improve this target.
% of target families registered with sustained engagement	65%	46%		Overall use of services has reduced as a result of Covid restrictions.
% of single assessments that were completed within 45 days	90%	95%		
Number of placements (% of CLA children who have had 3 or more placements in last 12 months)	4%	4%		
Length of placements (% of children in care for 2.5 years or more who have been in the same placement for 2 years)	80%	64%		Figure represents small numbers. Work on effective early permanency planning and good matching of child's needs with placements continues.
% of care leavers in suitable accommodation	100%	100%		
% of children becoming subject to a Child Protection plan for a second time	15%	0%		
CLA cases reviewed within timescales	100%	99%		Performance remains very strong and status reflects very low case numbers.
CP cases reviewed within timescales	100%	92%		Although off target performance has improved from 75% and will remain a key target.
Number of contacts (children's services) progressed within one working day	95%	97%		

Performance Indicator Tables

Performance Indicators (Protecting the vulnerable)	Target	Result	Status	Commentary
% of adult social care reviews for LD completed annually	80%	96%		
% of adult social care reviews completed on time	80%	86%		
% of service users who were still at home 91 days after discharge	90%	94%		
Permanent admissions of older people (65+) to residential and nursing care homes	28	27		
% of EHC assessment request decisions within 6 week timescale (calendar year)	100%	85%		Statutory target. Performance reflects very small number. Performance for assessments continues to improve following delays as a result of the pandemic. This area remains a focus within our new Corporate Strategy.
% of EHCP plans issued within 20 week timescale during calendar year	100%	100%		
% of EHCPs reviewed and issued in statutory timescales for transition	90%	96%		

Performance Indicator Tables

Customer Focused (Includes using our resources wisely)	Target	Result	Status	Commentary
Calls answered within 60 seconds	70%	70.5		
Calls answered within 4 minutes	90%	94.7		
% of invoices paid on time (30 calendar days of receipt)	95%	96.2%		
% of sundry debt recovered (cumulative)	90%	94.0%		
% of Council Tax received (cumulative)	95%	97.9%		
% of NNDR received (cumulative)	95%	98.8%		
Average sickness days lost per employee	<6.9	6.00		
Staff turnover rate (excluding casuals)	<12.6%	14.2%		Staff retention remains a key priority for the Council. Some increase in turnover anticipated following a low year in 2020-21.
Maintain reserve balances above minimum level (for next 3 years)	£3m	Projected £6.0m at end of 24/25		
Budget balanced using less than 10% contribution from reserves	<10%	4%		

Getting in Touch

Keep in touch with us and your community

The Council has a number of ways you can keep up-to-date on how your money is being spent and the impact that is having on our community.



Sign up to our monthly e-newsletter at www.rutland.gov.uk/yourrutland

Follow us and engage in conversations about local issues through social media:



Twitter: [@RutlandCouncil](https://twitter.com/RutlandCouncil)

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Facebook: [@RutlandCountyCouncil](https://www.facebook.com/RutlandCountyCouncil)

You can also share your thoughts and views by emailing letusknow@rutland.gov.uk

CABINET

14 June 2022

REVENUE OUTTURN FOR 21/22 AND 22/23 BUDGET UPDATE

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

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/120522	
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
	Andrew Merry, Head of Finance	01572 758152 amerry@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

1. That Cabinet:

- a) Notes the provisional outturn (subject to audit and finalisation of business rates figures) on the revenue budget;
- b) Approves transfer to and from reserves of £2.425m (Section 6 and Appendix C);
- c) Recommends to Council use of new grants received in 22/23 of £2.082m (Appendix F);
- d) Recommends to Council use of existing grants (i.e. those hold at year end) £0.439m in the 22/23 budget (Appendix F);
- e) Approves use of 21/22 budget underspends of £0.486m in the 22/23 budget (Appendix C);
- f) Recommends to Council an increase to the 22/23 budget to cover additional costs as set out in Section 7.1 of £3m to be funded by General Fund (£2.742m), Earmarked Reserves (£0.318m);

- g) Notes that the approach to the way budget will be managed is set out in 7.1.4 and that budget will only be released when there is more certainty over estimated figures, potential savings in 22/23 and new burdens funding;
- h) Recommends to Council to set aside £300k for further requests for funding that will emerge over the coming months as more information becomes available regarding planned Government reforms and the status of local projects (Section 8.7) and that the Chief Executive and Strategic Director for Resources are given authority to allocate this funding;
- i) Recommends to Council to establish a High Needs earmarked reserve (no upper ceiling) to cover historic costs as per para 7.8;
- j) Notes that the MTFP assumptions in respect of pay inflation and other inflation have been updated (Section 8) and the revised MTFP showing a £2.6m funding gap in 23/24 is included in Appendix G.

2. That Cabinet:

- a) Notes the view of the Council's s151 Officer that the Council's future financial position remains extremely challenging, the projected financial gap for 23/24 is increasing and that whatever savings actions the Council takes further support from Government is likely to be required (Section 9).

1 PURPOSE OF THE REPORT

1.1 To inform Cabinet and all Members of the:

- provisional revenue outturn for 21/22 subject to audit;
- latest position on the 22/23 budget, including proposed changes since it was approved at budget setting;
- latest Medium Term Financial Plan position including the projected financial gap for 23/24.

1.2 An update on the capital outturn and capital programme is included in a separate Report (105/2022).

2 EXECUTIVE SUMMARY

2.1 Budget priorities for 21/22

2.1.1 The Council set two key financial priorities for 21/22:

- budget performance - the Council sought to reduce its budget deficit in year and to deliver an underspend on its budget whilst still achieving its corporate objectives. Any underspend would boost General Fund reserves and give the Council more time to address its future financial gap;
- reduce reliance on reserves - the Council sought to close the financial gap to no more than £1m in 22/23 and ultimately clear the gap in the longer term.

2.2 The context for 21/22: issues affecting financial performance

2.2.1 The local government landscape is and will always be characterised with risk and uncertainty but there was hope that some stability would emerge with the promise (a few years ago) of funding reforms and that big national issues (such as social care) would be tackled. Not only have these promises not yet been fulfilled but instead the global and national landscape is fraught with other issues which have elevated that uncertainty to unprecedented levels. The Covid-19 pandemic, the cost of living crisis, the impact of Brexit, labour shortages, the Governments reform agenda and now the war in Ukraine have added to the complexity of the local government landscape.

2.2.2 These issues and others have made for another challenging year which have impacted budget performance but will also impact the future. Locally, we received more Covid-19 funding, have been managing all year with unwanted vacancies, have seen suppliers struggle to manage cost pressures with some “giving back” work to the Council and we have dealt with “last minute” demands from Government. Each of these issues has slowed the pace of our local agenda and has made for a difficult year, one where our grip on the finances feels less tighter than what we would like.

2.2.3 The financial settlement for 22/23 was made in February and since that time the factors above have combined to create significant budget pressures in 22/23 and beyond. There is no additional support for these pressures.

2.2.4 We are going to have to accept that:

- We do not know how much funding we will get in the future but we should not expect more;
- If and when we receive funding for new duties, it may not be enough. We may not know this until we start delivering that work and neither will those who allocate the funding;
- We do not yet understand the full impact of the Brexit, the cost of living issues and the war in Ukraine but what looks increasingly clear is we are paying more and will have to pay more for what we deliver;
- We (the sector) are experiencing a national staffing crisis that is likely to mean that achieving full establishment is unlikely and that pay inflation is likely to increase beyond the 2% we originally budgeted for;
- We have to accept that our predicted financial gap will be volatile and decisions around local service provision will have to be made without the certainty we desire.

2.2.5 Against this backdrop, the Council must focus on what it can control – prudently managing its budget whilst reviewing all areas of expenditure so it can prioritise funds and identify where savings can be delivered. This is what we have focused on in 21/22 and will continue to be the focus moving forward.

2.2.6 Members and residents should note that despite action taken to date and careful

management of the 21/22 budget, the Council's financial position worsens and that whatever action it might take it may not be enough without further Government intervention and funding. This position is not unique to Rutland and others are much nearer the financial buffer than us.

2.3 Budget performance for 21/22

2.3.1 The Outturn is a surplus position of £3.062m compared to a budgeted deficit position of £320k as per Appendix A. This represents an under spend of £3.382m. The outcome of the financial year reflects many of the above issues. The table below shows the overall position:

	Revised Budget	Outturn	Planned Savings	Committed Funds	Unexpected Income	Unplanned Savings / (Pressure)
People	20,303	18,642	800	398	19	443
Places	15,003	13,906	115	604	50	329
Resources	7,234	6,729	62	123	0	319
Covid	218	(599)	0	31	786	0
Directorate Total	42,758	38,678	977	1,156	855	1,091
Pay Inflation	0	0	0	0	0	0
Social Care Contingency	104	0	104	0	0	0
Net Cost of Services	42,862	38,678	1,081	1,156	855	1,091
Appropriations	(2,479)	(2,479)	0	0	0	0
Revenue Contribution to Capital	87	46	0	44	0	(3)
Capital Financing	1,647	1,647	0	0	0	0
Interest Receivable	(240)	(116)	0	0	0	(124)
Net Operating Expenditure	41,877	37,776	1,081	1,200	855	964
Financing	(39,198)	(41,038)	0	1,224	617	0
Transfers to / (From) Reserves	(2,359)	200	0	(2,424)	0	(136)
(Surplus) / Deficit	320	(3,062)	1,081	0	1,472	828
Further details can be found in			3.2	3.3 and Appendix C	5.1 and 5.2 Appendices D and E	3.4

2.4 As explained in 2.3, the overall position represents a combination of factors:

- c£1.081m of planned savings. With savings already built into the 22/23 based on “underspends” to be achieved in 21/22, it was imperative that the Council delivered these planned savings of just over £1m.
- £1.5m of unexpected income – the Council has received many grants and has been either able to deliver priorities without spending them in full by using existing staff (this was often unintended but difficulties in recruitment meant it was necessary). The Council also benefited from winning a social care

ordinary residence case which meant it received £551k from Cambridgeshire County Council.

- £1m of unplanned net savings – the most significant savings were from unplanned vacancy savings. Staff under spends, which are likely to continue into 22/23, of nearly £1m were significant and reflect our own local recruitment challenges mirroring the picture nationally. Whilst staffing pressures have not significantly impacted big ticket priorities, there has been an impact on both the workforce and some aspects of operational performance and progress. We also financially benefitted from reduced demand in social care and legal and we were pleased to see discretionary income in areas like parking return to pre Covid levels. Worryingly, there were some areas where pressures were felt such as demand for commissioned transport, low interest returns on investments, and the pay award. Towards the end of the financial year there were some warning signs that that inflationary and other pressures were starting to hit as social care providers asked for additional funding to meet increased fuel costs and the impact of increased utility costs crystallised.

2.4.1 In achieving a £3.3m underspend, the Council has set aside unspent project budgets as they will continue to be required as projects continue into 22/23 and grants received late in the year which will be needed to support delivery of initiatives in 22/23. Amounts set aside are covered in Appendix C.

2.5 Looking ahead: 2022/23 and reducing reliance on reserves

2.5.1 The Council's ultimate aim is to live within its means and reduce reliance on reserves. Until the Council can achieve this, reserves will be used to prop up the budget. Keeping sufficient reserves is therefore very important in the short term.

2.5.2 The £3.3m underspend inevitably raises questions about the impact on the medium term but in essence it does not change the Council's position. In every year of the MTFP (from 23/24) we are projecting to spend more than our available funding and the gap is increasing. The £3.3m does nothing more than fund our "gap".

2.5.3 The 22/23 financial settlement and setting of the Council's budget were both finalised before the real impact of economic conditions was known. In early 2022/23 the combined impact of the picture described in 2.2 alongside the extensive reform agenda of the Government and local priorities is starting to become clearer. The Council has therefore completed a review of its budget and MTFP assumptions in light of all available information (Section 8).

2.5.4 The Council set a revenue budget which relied on General Fund reserves of £7k. This was better than the £1m target originally set. We have asked ourselves whether this position can still be held. The simple answer is No as a number of issues are impacting. The upshot means that significant budget revisions are required which will need to be funded from reserves. Importantly, the £3.3m 21/22 underspend will go a long way towards meeting these costs.

2.5.5 Emerging pressures in 22/23 comprise:

- a £1m historic liability associated with the special educational needs budget will need to be provided for (Section 7.8);

- a £150k payment to exit the leisure lease at Catmose College has been agreed by Council (Section 7.9);
- demand for key services continues to be volatile as shown in the Outturn and early signs for 22/23 indicate pressures (Section 7.4) in social care (current projections indicate a £520k pressure). Continued pressures in areas like transport mean additional cost of £300k are expected;
- the cost of living crisis experienced by households applies equally to us. Utility costs are expected to increase by £250k (Section 7.3) and inflation on key contracts are expected to be £210k (Section 7.5).
- labour shortages are expected to accelerate pay inflation and an increase of our pay provision from 2% to 4% could cost c£347k (Section 7.11);
- workload pressures from business as usual or new responsibilities that the Council has to prepare for are emerging and will need to be funded (albeit some will be offset by new burdens funding. Estimated costs are £535k. Given our vacancy levels (33 at the time of writing) then staff savings are likely to contribute towards some costs (Section 7.6);
- the expected rise in inflation will see our investment income increase to pre pandemic levels giving us a projected extra £100k (Section 7.7);

2.5.6 The list is not exhaustive. In particular workload pressures are such that further requests are likely but we are not yet in a position to give firm details. We envisage that further requests could total up to £300k (Section 8.7).

2.5.7 All of the above factors and others mean that the budget will need to be revised and that the Council will need to use earmarked and General Fund reserves to fund pressures as shown below.

	Non ringfenced reserves	General reserves	Fund	Total £000
March 2021	£8,516	£11,510		£20,026
March 2022 (after Outturn)	7,584	13,326		£20,910
Expected March 2023 (estimated)	5,147	10,578		£15,725

2.5.8 Beyond 22/23, at the time of setting the budget we were faced with an estimated financial gap of £2.2m in 23/24. We have now updated the MTFP for the 22/23 position and all available information including:

- favourable changes to Government funding as a rollover settlement is expected with funding reforms deferred (Section 8.4).
- contract inflation on big contracts to be retendered has been increased to reflect revised expectations (Section 8.5);

- pension contribution rates have been confirmed giving a saving from 25/26 (Section 8.2);
- business rates have been adjusted from 23/24 as compensation for under indexation is expected to increase (Section 8.5); and
- pay inflation has been adjusted in 22/23 and 23/24 (Section 7.11).

2.5.9 The expected gap for 23/24 is now £2.6m.

	23/24	24/25	25/26	26/27
Gap at Budget 2022	£2.212m	£3.239m	£3.648m	£4.659m
Gap now	£2.613m	£4.262m	£4.594m	£5.650m

2.5.10 The 23/24 gap does not include planned savings. The Council has been through its budget, line by line, but this has not yet been translated into a multi year work programme. The significant work agenda for 22/23 means that additional capacity may be required if savings are to be delivered in 22/23. The Council will also be appointing a business transformation partner by the end of June. The partner will help the Council develop a new business model and transform the way it works.

2.5.11 Importantly, no matter what action the Council takes, this may not be enough to achieve financial balance without further Government intervention. This position is not unique to Rutland and others are much nearer the financial buffer than us.

3 PERFORMANCE AGAINST BUDGET AT DIRECTORATE LEVEL

3.1 Overall performance

3.1.1 The table below shows the performance against budget at a Directorate level.

	Revised Budget	Outturn	Planned Savings	Committed Funds	Unexpected Income	Unplanned Savings / (Pressure)
People	20,303	18,642	800	398	19	443
Places	14,983	13,906	115	604	50	309
Resources	7,234	6,729	62	123	0	319
Covid	218	(599)	0	31	786	0
Directorate Total	42,738	38,678	977	1,156	855	1,071

3.1.2 To allow focus on the key issues, we have analysed performance across various headings.

3.2 Planned savings

3.2.1 The Council went into 21/22 trying to under spend its budget. In the year, it identified savings it planned to make in 22/23 in areas like social care. To give confidence that such savings could be delivered, officers planned to make similar savings in 21/22 rather than wait until 22/23.

3.2.2 Planned savings delivered are given below.

Directorate	Area	Amount £000	Brief Commentary
Resources	Insurance	32	Additional recharges to Commercial Properties and Schools
People	Childrens	300	Management of demand to deliver savings
People	Adults	480	Management of demand to deliver savings
Places	Highways Overheads	59	Increase in capitalisation of highways contractors' overheads in line with capital works
Places	Leisure & Culture	11	Reduced budgets where spending can be controlled e.g. stationary, books etc whilst a review is undertaken on how the service can be delivered differently.
Places	Digital Rutland	40	Dedicated project officer replaced with part time consultancy support (one off)
Resources	Revs & Bens	30	Reduction in staffing within the team.
Childrens	Early Intervention	20	New way of working led to a vacant post being removed from the structure.
Places	Oakham Cemetary	5	Reduction of hours of staffing during the winter months.
Total		977	

3.3 Committed funds

3.3.1 Sometimes, an under spend in the budget reflects issues of timing rather than a 'real saving'. This is particularly the case when that under spend is already committed to meeting a future cost. The committed funds category includes:

- Budgets for projects/grants received – where a budget spans more than one period then any unspent budget will be carried forward to the next period. A number of projects such as waste and leisure projects will continue into year;
- Initiatives – the workload and understaffing position in the year means that some “spending” may not have been delivered in the year as originally planned e.g. training, maintenance and consultancy support on key projects. The intention is for that spending to be delivered in 22/23;
- Reserved funds – there are some areas where unutilised funds are set aside to meet future costs e.g. hardship funds.

3.3.2 Whilst the Outturn assumes 'committed' funding, in line with Finance Procedure Rules, Members are asked to approve these commitments. The full list including rationale for carrying forward is given in Appendix C.

3.4 Unplanned savings (Staffing / Demand / Income)

3.4.1 Performance against budget includes various other movements which relate to three key areas: staffing, demand and other factors. The Table below shows a summary of where this has happened

Area	Amount
------	--------

	£000
Staffing (para 3.4.2 – 3.4.7)	954
Demand (para 3.4.8 – 3.4.11)	(125)
Income (para 3.4.12 – 3.4.14)	262
Total	1,091

3.4.2 **Staffing**

3.4.3 As Members will be aware, the staffing position in year has been extremely challenging and had a material impact on performance against the budget. This position is replicated across the sector where all Councils have struggled to recruit to core roles and to bring in additional resource even on a short term basis when funding has been available. The table below shows the key variances in relation to staffing by Directorate.

3.4.4 To illustrate the point, in 21/22

- 66 staff have left the Council;
- 61 new staff have started;
- Typically, there has 15 live recruitment on average each month. At the year-end there were 32 live recruitments; and
- £1.4m has been spent on agency staff.

3.4.5 The underspend (after the cost of agency) on staffing is shown below.

Area	Staffing
Finance	35
Project Manager	28
Information Technology	14
Business Support	81
Customer Services Team	27
Governance	33
Human Resources	26
Revs And Bens	30
Business Intelligence	30
Adults	96
Children	270
Places Directorate Management	159
Environmental Management	50
Highways Management	15
Transport Management	60
Total Staffing	954

3.4.6 The under staffing position and difficulties in bringing in extra resource is a key concern and has been highlighted on the risk register. Whilst service teams have had to focus on priority issues and key performance targets of the Council, the wider impacts include:

- scope for proactive work in some cases has been limited. For example, delivery of training and Members MyAccount have been deferred;

- debt management cycles were paused so that Finance and Revenues could focus on distributing grants;
- some contracts were extended e.g. waste, insurance and leisure to ease workloads in the short term;
- work planned on the long term capital plan was rescheduled as resources were diverted to the development of the new Local Plan.

3.4.7 The position is not tenable in the medium term and will impact our capacity to deliver on priorities.

3.4.8 **Demand**

3.4.9 As with all demand led budgets the position often fluctuates throughout the year. As discussed previously the Council have been actively trying to manage demand within Social Care budgets and the new practices have has positive impact on the outturn position, but countering this is the position on commissioned transport where we have seen a significant overspend.

3.4.10 The key variances on demand led budgets are shown in the table below, these amounts are over and above the planned saving amount.

Area	Demand (over) / underspend
Adults	86,600
Adults – provision for residency case. The council may incur backdated costs relating to a ordinary residency case.	(300,000)
Children	188,100
Commissioned Transport	(412,000)
Highways Maintenance – underspend in relation to drainage and street light maintenance	53,200
Winter Maintenance – underspend due to mild winter	25,000
Legal - reduced demand, greater use of in house resource, and selective use of third party providers	26,000
Waste	208,000
Total Demand Variance	(125,100)

3.4.11 Updates on how this affects the Medium Term Financial Plan can be found in Section 7.4.

3.4.12 **Income**

3.4.13 The Council has done well and overachieved on a number of income budgets. Some of these are due to income levels returning to pre covid levels quicker than expected, whilst some is due to increased demand.

3.4.14 Details of the areas that have seen extra income are shown in the table below.

Area	Income
Adults – more service users paying for care	10,000

Revenues & Benefits - Returned Court Costs	40,000
Cemetery Income	24,000
Highways Management	15,000
Parking Income – returned to pre pandemic levels.	100,000
Planning Income	73,000
Total Income Variance	262,000

4 MOVEMENTS FROM Q3 TO OUTTURN

4.1 As reported at Quarter 3, 70% of the Directorate budgets had been spent (in cash terms) but there was still 30% to “spend” (c£14m). We highlighted that whilst confidence in forecasts was high in some areas, there was still a great degree of uncertainty around the staffing position (with significant recruitment in progress at that time), demand-led budgets and grants.

4.2 This uncertainty has continued into Quarter 4 and at a Directorate the final position shows an underspend of £3.3m, a further underspend of £1.3m compared to Quarter 3. At a headline level, the movements reflect some uncontrollable and unpredictable factors including:

- Continued staffing issues with planned recruitment not being successfully concluded or additional vacancies;
- Project progress being slower than intended and therefore less budget spent;
- Grants not being fully spent or additional grants received where work will be delivered in 22/23;
- Additional fee income/contributions from third parties e.g. additional planning income of £73k from new applications, cemetery income picking up in quarter 4 by £14k;
- Mixed position on demand – in some areas it has not materialised as expected e.g. an extremely positive swing on waste management where gate fees reduction and reduced tonnages have produced a saving in Quarter 4.

4.3 Appendix B, we have analysed movements between Q3 to Q4 and explained movements in excess of £15k (rather than our usual £25k level). The movements have also highlighted some elements of practice and financial management that need to be improved and will be a focus for 22/23:

- Project/grant budgets – these are often forecasted in full rather than reflecting in year spend. These will now be held centrally and drip fed as required;
- Annual review – there are some areas that are reviewed annually e.g. provision on bad debts and housing benefits. More frequent review would highlight issues earlier;
- Staffing – assumptions around success of recruitment, use of agency need more rigour;
- Timing – timing of costs and income particularly around the year end can distort in year performance.

4.4 Details of changes to the way the budget will be managed are covered in 7.1.

5 COVID AND GRANTS (FINANCING)

5.1 Covid Position

5.1.1 The Council has received £2.871m in Covid-19 grants in 21/22. It also had £1.489m in reserves from 20/21** (outturn). The Council is now holding £0.613m relating to at the of March 2022 with £0.110m committed for 22/23. In year unexpected Covid income not used or contributing towards costs shown in Directorates has been accounted for in the General Fund. The Council has prudently managed the grants position over the last two years.

5.1.2 In particular:

- new burdens funding (received to bring in additional support/meet additional costs) has not been used in full with timescales not allowing resource to be sourced or staff not being available;
- support for third party providers (social care, transport) has been delivered in line with guidance;
- claims have been made for loss of income in line with the sales, fees and charges compensation scheme.

5.1.3 The table below shows the outturn position in relation to Covid grants. The detailed grant position for Covid can be found in Appendix D. It shows that it is the general Covid grants received which have been under utilised.

	Budget Position	Q3 Position	Outturn Position
Grant Income	2,871	2,351	2,871
Drawdown From Reserve	218	218	218
Total Funding	3,089	2,569	3,089
Expenditure	(2,871)	(2,072)	(2,270)
Ring Fenced Funding taken to reserves	-	-	30
Net position	218	497	788

5.1.4 The position at the year-end is better than anticipated at Quarter 3 because:

- CCG funding continued into the final quarter resulting in the Council not having to redeploy general Covid funding – 300k actually used was going to be funded by General grant but was funded by the Adult Social Care Workers Reward Funding;
- Additional amounts set aside for a further lockdown (as was expected pre-Christmas) were not needed e.g. community support, provider support, testing as this was met from health funding;

- Additional amounts set aside for software and staffing to support Omicron grants and remainder of Household Support Fund (announced pre-Christmas) were not used with work delivered using existing resources;
- Planned Catmose improvements were deferred as the “work from home message” was introduced by the Prime Minister.

5.1.5 The impact of Brexit, Covid-19, cost of living crisis all play into that picture. Whilst it is difficult to attribute impacts to Covid-19 specifically, the remaining Covid-19 funding held in reserves will help to meet extra costs should any Covid issues re-emerge.

5.2 Financing

5.2.1 Within the Councils budget there are grants that are ring fenced (kept within the Directorates they relate) and non-ringfenced (shown within the Financing line in the Medium Term Financial Plan).

5.2.2 There are some grants received in 21/22, many of which were received in the last quarter which have not been used but are committed for use in 22/23 or beyond. These are included as grant adjustments for 22/23 (Section 7.1 and 7.2).

5.2.3 Some are classified as unexpected because they contribute to costs already in the MTFP or requirements can be delivered within existing budgets.

Grant	Budget	Income	Committed	Unexpected income	Comment
Extended Rights to Free Travel	23	21	0	-2	Grant received at level less than original budget
Social Care in Prisons	74	86	0	12	Grant received at level above original budget
Cambridgeshire CC-reimbursement	0	551	0	551	Backdated legal claim relating to a residency case. One off funding.
Redmond Review- Audit Fees	0	26	0	26	Funding notified in March. The Council had already increased budget by £20k (report 66/2021) so this grant will help meet additional costs.
Transparency Code	0	13	0	13	New burdens funding given to support the transparency code (Freedom of Information requests, mandatory publications). The cost of delivering the Transparency code is already included within budgets.

Grant	Budget	Income	Committed	Unexpected income	Comment
Minor Grants Below £10k	0	17	0	17	
				617	

6 RESERVES

6.1 The Outturn includes transfers to/from reserves that reflect many of the issues describe above. The table below summarises the outturn position with details in Appendix C.

	£000
Budgeted drawn down from Reserves	(2,359)
Less use of Covid Reserve than budgeted - £848k planned, actual use £688k as pressure did not emerge in discretionary income areas	160
Use of Tourism Reserve	(20)
Drawdown from Customer Service reserve (My Account)	(4)
Outturn Drawdown from Reserves	(2,223)
Top up committed - projects/grants received	504
Top up committed - initiatives	135
Top up committed - reserved funds	1,786
Total Top up to reserves (Appendix C gives detail)	2,425
Reserve Movement	202

6.2 The budget for 22/23 includes using the vast majority of the committed funds above.

7 BUDGET 22/23

7.1 Overall position

7.1.1 In February 2022, the Council approved its budget following the local government finance settlement. Our normal practice is to review whether there are issues linked to the Outturn or other emerging issues (demand, inflationary pressure etc) that could impact delivery of “business as usual” and the 22/23 budget. This is particularly relevant in 22/23 given that budget setting and the settlement took place before the impact of the economic climate, cost of living crisis and market issues were fully known.

7.1.2 Each budget has been reviewed, budget managers have been consulted and MTFP assumptions have also been revisited. The Council is proposing changes as per the table below. The Council does have a budget contingency of £428k and proposes to redeploy this to offset the increased costs.

7.1.3 The Council is proposing to modify the way in which it manages the budget subject to approval. This is necessary because a) costs are uncertain, b) further staffing underspends are expected, c) new burdens funding is likely, and d) the profile of spend in relation to grants needs further consideration. Rather than increase individual budgets by the amounts proposed below, the Director for Resources, working with Corporate Leadership Team, will:

- alert managers that budget is available to meet additional pressures;
- seek further information about spending plans and timing;
- work with managers to assess what underspends might be achieved e.g. staffing or what further pressures might emerge;
- subject to the above, release budget to individual areas as required.

7.1.4 More information is available in each individual section or highlighted appendices.

Description	Net Cost of Services		Capital Financing	Funding	Transfer to/(from) Reserves	Spend on Capital	(Surplus) /Deficit
	£000		£000	£000	£000	£000	£000
Approved Budget (09/2022)	43,276		(931)	(39,656)	(2,683)	0	6
Contingency	(428)						(428)
Budget C/Fwd (7.2)	440		0	0	(484)	44	0
Grants (7.2)	2,459	(2,082)	0	0	(439)	0	(62)
Staffing (7.6)	835	(20)	0		(371)	0	444
Inflation/cost pressures (7.3)	299		0	0	0	0	299
Pay (7.11)	347						347
Investments (7.7)			(100)				(100)
Contracts (7.5)	216						216
Demand (7.4)	820						820
Leisure (7.9)						150	150
Local Plan (7.12)							0
High needs deficit (7.8)					1,025		1,025
Minor Budget adjustments	117	(86)			(49)	49	31
Ukraine (7.10)	956	(956)					0
Revised Budget	49,337	(3,144)	(1,031)	(39,656)	(3,001)	243	2,748

7.1.5 As we are still early in the financial year, there are also issues that are being monitored (Section 8.7) and further pressures may emerge.

7.2 New grants and budget/grants carry forward

7.2.1 The Council has received new grant funding in 22/23 for specific purposes which needs to be reflected in the budget. The Council also received grants in 21/22 which were not fully used. The total of the New Grant is £2.082m of which £0.062m does not require matching expenditure and an £0.439m from grant received in 21/22 giving a total of £2.459m extra expenditure within the budget.

7.2.2 The number and volume of grants is significant. Appendix F contains the details with an extra c£2.459m of grants being awarded/confirmed which has affected the Councils budget.

7.2.3 The typical approach is for the Council to include grant income in service budgets and assume it is spent in full in year whereas in reality this is not always the case. In value terms. While the risk is considered low as we have some certainty around the biggest grants, e.g. £150 energy rebate, we will mitigate any risk, by following the approach in 7.1.4.

7.2.4 For budget carry forwards the Council will only drawdown funds when we know the value required. Although we expect the full reserve to be required timing is not yet known. Appendix C details which budget carry forwards the council is requesting now and which will be held until further clarity on costs has been received.

7.3 Inflation and cost pressures

7.3.1 The Council has inflation built into the MTFP. Inflation rates vary for different type of costs and in some cases are driven by contractual requirements. Inflation is now running at around 9% and is expected to not return to the Bank of England target of 2% until December 2023 at the earliest.

7.3.2 The Council has £1.1m built in for inflation. At this stage, the Council is not minded to increase general inflation rates on all budgets but instead is proposing to change budgets where we are aware of significant pressures as listed below. Contract inflation is covered in 7.5.

	Detail	22/23 Original	22/23 Revised	Expected pressure
Coroner	The outturn for 21/22 was £80k. Revised budget to be reset at this level.	£57k	£80k	£23k
747 service	The 747 service has been re-commissioned by Leicestershire County Council and has resulted in an increase of £26k to our contribution. It is proposed to agree this for one year whilst alternatives are reviewed.	£21k	£47k	£26k
Utilities (gas, electricity, water)	The MTFP includes £560k for utilities across the Council estate. The inflation rate is just under 5%. It is proposed that additional budget of £250k is made based on agreed rates for 22/23.	£562k	£812k	£250k
Net increase		£640k	£939k	£299k

7.4 Demand

7.4.1 The Council has a number of budgets driven by demand/need. In 21/22 the Council was able to manage social care needs within budget. In commissioned transport, both service numbers and inflation created a significant overspend. The latest position on these budgets show expected pressures.

	Detail	22/23 Original	22/23 Revised	Expected pressure/ (saving)
Children's	A new high cost placement in Quarter 4 will have a full year impact of just under £300k based on current projections/	1,432k	1,732k	£300k
Adults	Based on current service user levels and increases to rates to cover costs experienced by providers, there is a potential pressure.	£6,816k	£7,096k	£280k
Unaccompanied asylum seeker children (UASC)	New lower cost placement expected to bring cost closer to grant income received.	£110k	£50k	(£60k)
Commissioned transport	On current demand levels, the pressure is c£146k. With the cost of individual contracts increasing significantly in quarter 4, a pipeline of SEN requests pending and the the re-tendering of Home to School contracts shortly we would expect to see this pressure at least double.	£1,862k	£2,162k	£300k
Net increase		£10,220k	£11,040k	£820k

7.5 Contracts

7.5.1 The Council has reviewed the MTFP assumptions for its significant contracts and revisited assumptions as per the table below. Social care rates are covered in Section 8.3.

Contract	Position	Assumptions	22/23	23/24	24/25
Waste	Contract to end of March 2024 is based on CPI uplift annually. 22/23 rates not yet agreed.	Inflation rates change from c3% in 22/23 to 9% and 5% in 23/24. Expected new tender cost increased by 5%.	£216k	£329k	£545k

Contract	Position	Assumptions	22/23	23/24	24/25
Leisure	Contract to end March 2023	c£100k per annum built into MTFP. Aim is for contract to be cost neutral so budget removed from 23/24k.	£0k	(£100k)	(£100k)
Highways	Contract end May 2024	Expected cost in new contract uplifted by 10%. For 22/23 and 23/24 the work programme will be adjusted according to the budget.	£0k	£0k	£100k
Grounds maintenance	Contract End December 2023	Expected cost in new contract uplifted by 10%. For 22/23 budget left at current level	£0k	£15k	£45k
Net Increase			£216k	£244k	£590k

7.6 Workload and staffing resources

7.6.1 The workload for 22/23 is extremely challenging given some legacy Covid issues, the Government's reform agenda and local 'must do' priorities. Below, we have highlighted additional resource requirements that will allow the Council to meet its priorities and deliver on requirements.

	Pressure	One off/ Recurring	Value	New burdens expected
Revenues	Business as Usual pressure – maternity cover required for a key member of staff. Team has other vacancies being recruited to.	One off	70,000	No
Special educational needs	Business as Usual pressure – extra demand resulting in need for more staff to meet service need. Demand is not expected to reduce.	Recurring	70,000	No, further reforms may lead to more funding but this is unknown.
Equality and Diversity	Resource to deliver an Equality and Diversity	One off	11,000	No

	Pressure	One off/ Recurring	Value	New burdens expected
	Strategy for the Council. Council will be then asked to make choices about this duty is met moving forward.			
HR	Business as Usual pressure – Vacancies covered by short term support being provided by Leicestershire traded services.	One off	18,000	No
Finance	Business as Usual pressure – Vacancies covered by interim arrangements. Additional workload remains high with £150 council tax energy rebate, Homes to Ukraine scheme and other work.	One off	71,000	No
Adult social care reforms including Care Cap	<p>Project - The Council has to health and social care reforms including the Care Cap by October 2023. This is a significant project (8.3).</p> <p>Specialist project management support is being commissioned.</p> <p>There is a dialogue ongoing with Government department for help and support and new burdens has been promised (with delays down to May elections).</p>	One off	200,000	Yes, there is also a £25k underspend in 21/22 that can be used to support this project.
SEN	Project - The Council is joining the Delivering Better Value Programme and will require additional support (data analysts and finance) to support this programme of work. This is important	One off	30,000	No

	Pressure	One off/ Recurring	Value	New burdens expected
	given ongoing pressures and now that the Council is liable for the historic costs (7.8).			
Economic Development	Project - Interim support to deliver Levelling Up bid and bid for UK Share Prosperity Fund. Investment available in excess of £10m and would make a significant difference to the County.	One off	£65,000	Yes, grant of £20k is available plus £45k C/Fwd
Contingency	Contingency to bring in extra resource see 8.7.2		300,000	£300k from Reserves
Total resources required (estimated)			£835,000	

7.6.2 The Council recognises that the staffing position is volatile, that we are still recruiting to c30 posts in the establishment and that it is extremely likely that there will again be significant underspends in Quarter 1 and very likely beyond. On this basis, the approach set out in 7.1.3 will ensure that budget is released when it is clear whether some of the pressure can be funded from staff savings and when details of new burdens funding emerges.

7.6.3 The Council understands that asking for permission to commission additional resources at a time when we there are high levels of vacancies looks contradictory. Officers are looking at all options to source additional resources and it is very likely that we will seek to work with private sector organisations who have the skills, expertise and capacity we need. For example, for our economic development investment bids we will use a firm with experience of preparing bids rather than agency support. External professional resource brought in can provide the short term increase in capacity and skills the Council needs to get priorities delivered.

7.6.4 Looking beyond the above requests, the Council is tracking a range of issues which may require additional resources (see potential future pressures – Section 8.7).

7.7 Investment Income

7.7.1 Investment performance in 21/22 suffered due to low interest rates. Discussions with our treasury advisors indicate that interest rates will increase to offset inflationary impacts and will reach 3% in 22/23. Presently, rates of between 1-2% are now available for up to 12 month investments. We are expecting 22/23 investment returns to reach £200k, an increase on the current budget of £100k.

7.8 Special Educational Needs (high needs)

7.8.1 We have a historic high needs deficit of c£1m which has built up over time as the Council has sought to meet the needs of children. Our funding for high needs, via the Dedicated Schools Grant (DSG) has not been enough for us to meet legislative requirements so we have had to spend more to ensure that all needs are met.

Despite changes in practice supported by investment and capital investment to create more local specialist places, demand continues to increase.

- 7.8.2 Much of this issue is caused by the legislation itself which the Government plans to reform. On 29 March the Government published the SEND Review: Right support, right place, right time, a consultation on the special educational needs and disabilities (SEND) and alternative provision system in England. We await to see what change this might bring.
- 7.8.3 The local financial position is mirrored. The Government stated previously that DSG deficits were not the responsibility of the Local Authority and that “losses” would need to be recouped over time from the DSG. We now understand that this position was only a temporary reprieve i.e. the statutory override on the treatment of DSG deficits is due to come to an end in March 2023. This would in effect mean that DSG deficits return to local authority balance sheets and need to be covered by a contribution from the General Fund.
- 7.8.4 We have joined the LGA and others in lobbying against the current position. At a regional Finance meeting in May, it was clear that the debate around deficits continues and the Government recognise the impact this could have on Councils. Whilst hope remains that the position might change, this issue now needs to be dealt with at the year end. At this stage, we will declare a contingent liability in the statutory accounts and set aside the value of the deficit in an earmarked reserve.
- 7.8.5 The more worrying position is that deficits are predicted to continue. We are joining a national programme called Delivering Better Value (DBV) in SEND to work with external experts to try and address the issue and as explained in 7.7 some preparatory work will be undertaken.

7.9 Leisure liability

- 7.9.1 Further to the Councils project to look at the future of leisure provision, the Council agreed (Report 77/2021), to set aside £150k to cover the costs of exiting the lease at Catmose College.

7.10 Homes for Ukraine scheme

- 7.10.1 The Homes for Ukraine Scheme enables individuals, charities, community groups and businesses to volunteer accommodation and provide a route to safety for those forced to escape the country. The Council is administering this scheme locally for Rutland households who wish to support Ukrainian families.
- 7.10.2 The Council receives £10,500 funding for each individual supported under the scheme. Additional funding is received to fund £350 “thank you” payments to host families and £200 cash payments to individuals. Separate funding is also available for education but this does not cover special educational needs.
- 7.10.3 The Council will use its £10,500 per individual to fund its duties which include:
- DBS checks (Disclosure and Barring Service);
 - Property inspections;
 - Safeguarding checks for host families upon arrival;

- Reception welcome for refugees;
- Support to access benefits;
- Community integration; and
- Administer payments to host families (£350 each month).

7.10.4 The Council is projecting to support over 91 individuals. For the purposes of the budget we assume, for now, that the funding received will be spent. The Council does not know how many individuals it will end up supporting, is still learning about what the needs of individuals might be and how long they will need to be supported for. So for example, the £10,500 per individual may be spent over 3 years. At this stage we do not know.

7.10.5 There are funding risks relating specifically to social care and special educational needs. Any significant care or support package required is likely to exceed the allocation received. To date, there have been no significant packages commissioned.

7.11 Pay provision

7.11.1 The Council's pay provision assumes a 2% pay increase. The pay settlement has not been agreed for 22/23.

7.11.2 The UK is nearly at full employment (only 3.8% of the working population are out of work). We know from our own practical issues and those of suppliers we work with that labour supply is an issue. The Peterson Institute for International Economics in Washington, a prominent research group, said that 80% of the reason why the International Monetary Fund expects Britain's inflation to remain elevated for longer is the impact of its departure from the European Union on immigration and therefore labour supply.

7.11.3 Sector articles have warned that pay inflation is inevitable and organisations should be looking at nearer 4%. Move to a 4% pay provision would cost an extra £347k (this includes pay, national insurance and pension costs). The MTFP has been updated to include 4% in 22/23 and 3% in 23/24 reverting back to 2% from 24/25 when the Bank of England estimates it will have inflation back at 2%.

7.12 Local Plan

7.12.1 A new Local Plan was approved by Council (report 105/2021). A £1.545m reserve was created to resource the making of a new local Plan for the County, which included funding for the expected pressure of operating without a local plan.

7.12.2 A further £172.7k is requested to be added to the reserve at the year end. The £172.7k was from the underspend of the old local plan (£42.7k) and additional planning income received in 2021/22 (£130k).

7.12.3 The table below shows the outturn position of the local plan, which shows a pressure of £718k. If approved this will be offset by the additional £173k added to the reserve. Due to the uncertainty on some of the forecasted cost within the Local Plan we propose to set aside provision as required.

Local Plan	Budget	2021/22 Outturn	Forecast 2022/23	Future Years Forecast	Total Forecast	Projected Over-spend	2021/22 Addition (Para 7.12.2)
	£000	£000	£000	£000	£000	£000	£000
Local Plan 21/22	(940)	12	375	705	1,074	134	(43)
No Local Plan	(606)	(26)	303	913	1,190	584	(130)
Total Local Plan	(1,546)	(14)	660	1,618	2,264	718	(173)

8 MEDIUM TERM FINANCIAL PLAN

8.1 Overall

8.1.1 The MTFP projects expenditure, income and funding over the next few years. It shows whether there is a funding gap. The MTFP is built on various assumptions and is clouded by uncertainty. The issues highlighted in section 7 have been updated in the MTFP. Other assumptions which do not necessarily impact 2223 have also been reviewed. The summary is that the financial gap is increasing as shown below.

8.1.2 The table below summarises the adjusts discussed in section 7 and below, which shows the revised funding gap is getting larger. The detailed MTFP can be found in Appendix G.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Use of General Fund Balances - Budget Setting	7	2,212	3,239	3,648	4,659	5,764
Financing Assumption Changes (8.4 & 8.5)	0	(851)	(588)	(602)	(618)	(633)
Pension Assumption Changes (8.2)	0	0	(133)	(275)	(296)	(319)
Remove Demand Contingency 22/23 (7.1.2)	(429)	(429)	(429)	(429)	(429)	(429)
Pay Inflation (7.11)	348	365	376	388	399	410
Demand Pressures (7.4)	820	850	882	914	947	982
Investment Income (7.7)	(100)	(100)	(10)	(10)	(10)	(10)
Leisure RCCO (7.9)	150	0	0	0	0	0
Contract Assumptions (7.5)	217	242	581	599	617	635
Inflation and Cost Pressures (7.3)	293	281	296	312	328	345
Workload and Staffing (7.6)	445	71	74	77	80	83
Minor Budget Adjustments	32	32	32	32	33	33
Grant Adjustments (7.2)	(62)	(60)	(60)	(60)	(60)	(60)
Revised Funding Gap	1,721	2,613	4,260	4,594	5,650	6,801
High Needs Reserve Creation (7.8)	1,025	0	0	0	0	0
Revised Use of General Fund	2,746	2,613	4,260	4,594	5,650	6,801

8.2 Pension Contribution rates

8.2.1 LGPS employer contributions for the period 1 April 2023 to 31 March 2026 have been confirmed as per the table below. The rates are less than those assumed in the MTFP from 2023/24.

	2022/23 Total equivalent rate	2023/24 Total equivalent rate	2024/25 Total equivalent rate	2025/26 Total equivalent rate
Actual	26.7%	27.8%	27.8%	27.8%
MTFP	26.7%	27.8%	28.8%	29.8%

8.2.2 There is no saving in 22/23 but there is a saving in 24/25 and 25/26. Saving is c£135k per annum.

8.3 Social care and implementation of the care cap

8.3.1 Based on announcements from Government, the Council has estimated what additional funding it will receive towards meeting the ongoing costs associated with the implementation of the care cap. – this could reach £1m in 24/25. Ongoing costs are likely to include staffing, IT, increased rates to suppliers and a contribution towards care cap costs. For now, the Council is not aware of what actual costs may be incurred as it is far too early in the project.

8.3.2 In the next few months, we will be undertaking some initial modelling which will highlight the possible gap in the MTFP under different supplier rates (i.e. homecare rate, direct payment rates etc). Presently, a Fair Cost of Care exercise is underway. This a process of engagement between local authorities, commissioners and providers, data collection and analysis by means of which local authorities and care providers can arrive at a shared understanding of the local cost of providing care. The cost of care exercise will help us identify the lower quartile, median and upper quartile costs in the local area for a series of care categories. The exercise will inform us at the rates we need to reach for the market to be sustainable.

8.3.3 As the work progresses, we will be able to estimate whether the proposed funding will cover the costs although we are unlikely to know for this sure until the reforms have been implemented.

8.4 Government funding

8.4.1 The expectation is that Fair Funding will not be delivered in 23/24 and may not be delivered in 24/25 either. As one year settlements tend to avoid a fundamental rebasing of funding with “losses” for individual authorities being minimised, the Council has increased its government funding and assumed a Comprehensive Spending Power increase of 2.5% rather than 1% for 23/24. This would give an additional c£575k per annum.

8.5 Business Rates

8.5.1 There have been no changes to business rate projections driven by local issues. There are some technical changes as we are assuming that the multiplier will be

frozen again in 2023/24 and that it will remain at 49.9p. Consumer Price Index (CPI) inflation is high and will continue.

- 8.5.2 This means that compensation (as the multiplier freeze we do not get inflationary increases on rates) payable is likely to be much higher than in 2022/23. The MTFP increase is £278k.

8.6 Council Tax and Council taxbase

- 8.6.1 Council tax rates are assumed to be at 3% for 23/24 onwards. No further work has been undertaken on the taxbase and this will be revisited in September when we have a clearer picture on collection rate and how they may be impacted by the cost of living crisis.

8.7 Potential future pressures

- 8.7.1 There are a number of issues being monitored including:

- Waste reprourement – continues into 22/23. Additional support may be required for financial evaluation as there is no in house capacity and initial quotes indicate project budget may not be sufficient.
- Highways reprourement – continues into 22/23. Project budget being evaluated.
- Leisure reprourement – continues into 22/23. Project budget being evaluated.
- Care Quality Commission preparedness – to be completed by 1 April 2023, no new burdens expected, initial view is additional support likely to be required.
- Protection of Liberty Safeguards – to be completed by 1 April 2023 although this may be pushed back. No new burdens expected but initial view is budget impact is considered to be significant.
- Elections Act 2022 – impact to be assessed particular around the implications of Voter ID.
- SEND Reforms – impact to be assessed but initial view is further resource will be required.
- Schools White Paper – work continues into 22/23 but initial view is further resource will be required.
- Governance – work pressures caused by elections and political changes under review.
- Asset management – final details are being confirmed but whilst the Council looks at future asset options, urgent repair work to the value of just under £500k may be required. This cost can be mitigated through the existing £250k revenue budget and capital receipts thereby avoiding further pressure on the General Fund.

- 8.7.2 In order to allow Officers to bring in resources as needed, we are proposing that the Chief Executive and Strategic Director for Resources be given £300k to be used for projects as required (using the principles set out in 7.1.4), funded from reserves (Brexit £266k as this reserve is no longer required and £34k from the social care reserve to fund social care requests). Full reporting on usage will be given in quarterly reporting.

9 SAVINGS AND LOBBYING

9.1 Savings programme

- 9.1.1 Notwithstanding the financial outlook, the Council must focus on what it can control if it wishes to reduce reliance on reserves.
- 9.1.2 The 23/24 gap does not include planned savings. As reported at budget setting, there are an increasing number of areas where the Council has no or limited influence over spending levels. The Council has revisited its budget in full and classifying spend into “controllable” and “non-controllable” categories. A series of options and questions has been drafted and presented to elected members for informal consideration to help inform next steps.
- 9.1.3 Subject to feedback, the Council will seek to develop a multi-year savings programme to take forward some preferred options. Ideally, the Council would prefer to be able to implement savings quickly but it will be difficult to deliver future savings without some impact on front line services although the Council will aim to mitigate impacts where possible. The Council must follow due process including working up options, considering risks impacts and undertaking any necessary consultation. The scale of savings required (and the capacity needed to deliver such savings) means that the Council may need to bring in external help to provide support.

9.2 Transformation

- 9.2.1 Members also approved budget for the Council to bring in an external partner to support “Council transformation” that not only helps tackle the financial gap but will help the Council develop a new business model and transform the way it works. This project is really important. The Council recognises that it must change if it is to meet current challenges.
- 9.2.2 The Council has had some informal conversations with advisers who have delivered similar projects elsewhere. The Council will go through a competitive process and is aiming to appoint a business transformation partner by the end of June.

9.3 Lobbying

- 9.3.1 Alongside the savings work, the Council has been lobbying for years for a better deal for Rutland in terms of core funding but also for specific rural challenges like transport.
- 9.3.2 It is clear from lobbying that under the current funding formula, the Government believe that Rutland is fairly funded. Whilst the Council does not share this view, the MTFP indicates that even a 10% change in funding (which in Government terms would be significant) would still leave the Council with a gap. So no matter what action the Council takes, this may not be enough to achieve financial balance

without further Government intervention. This position is not unique to Rutland and others are much nearer the financial buffer than us.

- 9.3.3 The Council would like to have a wider discussion with Government about the future role of local government, its remit and challenges alongside funding. Cabinet are considering how we might evolve our approach to lobbying accordingly.

10 CONSULTATION

- 10.1 Formal consultation is not required for any decisions being sought in this report. Internal consultation has been undertaken with officers to assess the impact of the outturn in future years, to understand pressures and to gauge resources needed to deliver workload requirements.

11 ALTERNATIVE OPTIONS

- 11.1 Cabinet is requested to make decisions about whether unspent budgets should be carried forward to 22/23. In many cases, these related to ongoing projects and it should be noted that officers may have already committed such budgets (i.e. work may have been started but not finished) or plan to do so for service delivery in 22/23. Cabinet can choose to approve the carry forwards or could still request that budget managers assess whether such expenditure can be absorbed within existing budgets or savings made elsewhere. Where this is not possible, there may be budget pressures later in the year.
- 11.2 Members are also being asked to make additional contributions to earmarked reserves. Members could choose to retain all funds in the General Fund Reserve rather than to prop up earmarked reserves. The former is not the preferred option for the reason that the establishment of earmarked reserves recognises that funds are likely to be needed for specific causes. Retaining such funds in a General Reserve could give the impression that the Council's financial health is better than what is actually the case.
- 11.3 Members are also asked to approve a series of new pressures for 22/23. Members could choose to ask budget managers to assess whether such expenditure can be absorbed within existing budgets or savings made elsewhere. As Members will be aware, Officers have only put forward pressures where these cannot be managed. Corporate Leadership Team have also considered all pressures areas and are proposing an approach to budget management that recognises the uncertainty that exists.
- 11.4 Cabinet is requested to note the current position and future outlook as set out in the MTFP. Cabinet could ask for different assumptions to be used in the MTFP but as it has been prepared using the latest available information this is not recommended.

12 FINANCIAL IMPLICATIONS

- 12.1 The report highlights the impact of the outturn for 21/22 and budget revisions for 22/23 on the MTFP. The 21/22 under spend is positive and will help subsidise budget revisions for 22/23. For 23/24 onwards the MTFP assumptions give an estimated gap of £2.6m.

13 LEGAL AND GOVERNANCE CONSIDERATIONS

- 13.1 There are no legal implications arising from this report.
- 13.2 The recommendations include requests for approvals to carry forward budgets, transfer funds to reserves, amend the budget for new pressures and new grants and establish a new reserve for donations. All the above recommendations are made in accordance with the Council's Financial Procedure Rules.

14 EQUALITY IMPACT ASSESSMENT

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

15 COMMUNITY SAFETY IMPLICATIONS

- 15.1 There are no community safety implications.

16 HEALTH AND WELLBEING IMPLICATIONS

- 16.1 There are no health and wellbeing implications.

17 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 17.1 The report updates Cabinet and all members of the outturn for 21/22. The report also asks Members to approve budget carry forwards and transfers to/from reserves and new pressures for the 22/23 budget. The Council still needs to address the funding gap as highlighted in the summary from the s151 officer.

18 BACKGROUND PAPERS

- 18.1 None

19 APPENDICES

Appendix A1	Budget Changes 21/22
Appendix B1	People Directorate
Appendix B2	Places Directorate
Appendix B3	Resources Directorate
Appendix C	Committed Funds
Appendix D	Covid Position
Appendix E	Directorate Detailed Grants 21/22
Appendix F	New/Drawdown of Funding 22/23
Appendix G	Medium Term Financial Plan

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Appendix A. Approved Budget 21/22 changes

This Appendix shows changes to functional budgets and other budget changes. In the final quarter, changes relate primarily to new grants.

Description	Net Cost of Services £000	Capital Financing £000	Funding £000	Transfer o/(from) Reserves £000	Spend on/ Capital £'000	(Surplus) Deficit £000	Cabinet £500k Limit £000	Cabinet Other £000	Council £000	Ch Exec. s151 Officer £000
Approved Budget (08/2022)	42,691	(1,071)	(39,198)	(2,208)	87	301	53	285	1,545	252
Drawdown Asset Review Funding (113/2021)	92	0	0	(92)	0	0	92	0	0	0
SEN Provision Start Up Funding (71/2019)	46	0	0	(46)	0	0	46	0	0	0
Building Control Partnership Implementation costs (180/2021)	20					(20)	20			
Local Plan Drawdown*	13	0	0	(13)	0	0	0	0	0	0
Revised Budget	42,849	(1,071)	(39,198)	(2,346)	87	281	211	285	1,545	252

Figures shown in brackets denotes income/surplus position

*Approval was given by Council for the drawdown. The £1,545k is the total approved funding for the New/No Local Plan expenditure.

Appendix B. Directorate Outturn

B1. PEOPLE DIRECTORATE

The Directorate Summary shows the performance against budget.

Key	
1 - Underspend with no impact next year (one off)	2 - Underspend with budget adjustment to be done in Q1 or already done
3 - One off underspend requested to be used next year	4 - Overspend with no impact next year (one off)
5 - Overspend where budget has been or needs to be adjusted next year	6 – Emerging pressure in 22/23 arising from new issues

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Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
Directorate Management	1,815	1,748	1,833	18	4			<p>Interim cover within Childrens Services for a Team Manager who left in February.</p> <p>The movement from Q3 is due to an increase in staffing costs (£30k) for the pay award, additional agency costs £25k to cover vacancies, and £15k permanent staffing starting in the period.</p> <p>There are still vacancies in the team being covered by agency so pressures may continue into 22/23</p>
Business Intelligence	199	151	144	(55)	6	25		Staffing vacancies throughout the year, the team still have one vacancy which is current being recruited to.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
								Consultancy budget of £39k was in place to deliver Liquid Logic improvements, but only £13k was spent as work was reprioritised due to vacancies and Covid. Business Intelligence will be involved in implementation of Care Cap project in 22/23 and additional resources will be sought for this.
Total Directorate Costs	2,014	1,899	1,977	(37)		25	0	
Public Health	52	(5)	(61)	(113)	1		113	Public Health (PH) underspend created by reduced demand for sexual health services and health checks. Underspend is ringfenced to PH and will be taken to PH reserve
BCF Programme Support	124	121	93	(31)	1	54		There is an underspend of £14k on staffing arising from two vacancies in the year. A £25k under spend on the social prescribing online platform as the procurement was delayed. It is currently out to tender. £16k underspend on Lifeline and associated peripherals due to reduced demand. Underspend is ringfenced to the Better Care Fund (BCF) and will be taken to BCF reserve.
BCF Unified Prevention	441	432	431	(10)				
BCF Holistic Management of Health & Wellbeing	914	935	889	(25)				
BCF Hospital Flows	1,240	1,240	1,251	11				
Adults and Health (Ringfenced)	2,771	2,723	2,603	(168)		0	167	
Non BCF Contract & Procurement	469	438	448	(21)	1			Staffing vacancies which are now filled and a staff member reducing hours due to taking flexible retirement.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
ASC Housing	124	110	128	4	4			
ASC Community Inclusion	1,038	1,016	1,062	24	2			<p>At Q3 the position assumed successful recruitment to posts that were being advertised, however that was not the case and agency staff was required to fill vacancies which cost c£20k above vacancy savings.</p> <p>Contributions from other Local Authorities to the Council Day Opportunities Service reduced (£20k) in Q4 as there was lower demand for this provision. This may cause a pressure in 22/23, but will be linked to demand pressures across the whole of ASC in 22/23 7.4)</p>
ASC Prevention & Safeguarding	120	20	29	(91)	2			This service includes support to carers. The expenditure budget was £200k which is part funded by a contribution from the Better Care Fund £90k. During the year the number of carers receiving Direct Payments has dropped from 52 to 41. The expenditure is demand led whereas the contribution is fixed.
ASC Prevention & Safeguarding - Staffing	334	339	347	13	2			
ASC Support & Review - Daycare	202	13	13	(189)	2			£125k of this relates to a day care contract at the Brambles facility expired June 21 and was not be renewed as service need is being met in a different

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
								way through Direct Payment costs. Saving continues into 22/23.
ASC Support & Review - Direct Payments	1,013	1,348	1,501	488	2			Overspend includes a provision of c£300k for historic costs that the Council may be liable for subject to the outcome of a legal challenge. The number of service users using the provision has increased from 30 at the start of the year to 36 at the end of Q4. This increase is partly due to the closure of the Brambles service. Alongside this the average cost of Direct Payments has risen from £19k in 20/21 to £26k in 21/22.
ASC Support & Review - Homecare	1,882	1,910	1,870	(12)	2			
ASC Community Income	(380)	(442)	(448)	(68)	2			Average contributions from service users has risen from £4k in 20/21 to £4.7k in 21/22. The number of service users on average contributing to their care in 21/22 was 95 but this does fluctuate from a high of 108 to a low of 82.
ASC Support & Review - Other	325	288	290	(35)	2			Underspend is due to agency worker leaving in Oct and service not able to replace in 21/22.
ASC Support & Review - Residential & Nursing	4,064	3,598	3,528	(536)	2			When the budget was set the number of services users was low (86) and it was expected that we would return to pre pandemic levels (c120) as the year progressed, however the growth never materialised with numbers staying low.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
ASC Support & Review - Staffing	534	499	437	(97)	2			Underspend due to staff vacancies, which have continued into 22/23, recruitment is ongoing and expected to be resolved in Q1 of 22/23.
ASC Hospital & Reablement	471	472	436	(35)	2			Majority of the underspend relates to underspend on supply of aids for daily living contract due to reduced activity.
Adults and Health (Non Ringfenced)	10,196	9,609	9,641	(555)		0	0	
Safeguarding	354	297	320	(34)	3		113	£113k of grant income received for Domestic Abuse New Burdens has not been used in year and needs to be transferred to reserve to be used in 22/23 to meet new statutory responsibilities. Staffing overspends of £79k arising from agency but recruitment has now been completed.
Referral, Assessment and Intervention Service	259	204	175	(84)	1			Underspend due to 3 vacancies, which were held for 6 months at the start of the year to allow qualifying student social workers to move into permanent positions.
Permanency and Protection Service	625	476	322	(303)	2			c£110k of underspend relates to a planned under spend to meet the Childrens savings as student social worker posts have been removed from the budget as they have been placed in permanent positions.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
								<p>The Council received a £50k grant in Quarter 4 for support care leavers which contributed towards existing costs.</p> <p>The remainder of the underspend relates to Unaccompanied Asylum Seeking Children. The Council have found a lower cost provision for the service users. This saving is expected to continue into 22/23, however it will be limited on places available when the Council need them.</p>
Fostering, Adoption and Care Leaver Service	1,916	1,820	1,827	(89)	2			<p>The number of Children Looked After (CLA's) has fallen from 32 to 25 resulting in savings of £232k. Further savings have been achieved by increasing foster care capacity rather than using Independent Fostering Agencies (IFA). The annual difference can be between £20k and £40k depending on need. The number of IFA's has reduced from 9 at the start of the year to 6 by the end of Q4.</p> <p>The number of Care Leavers has increased from 34 to 38 during the year, creating a pressure of £149k. Importantly, more care leavers require higher cost placements because of their needs.</p>

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
Early Intervention - Targeted Intervention	1,149	939	924	(225)	2			<p>Underspend of £152k as 3 service users have transitioned into different areas of support within the Council. Due to lower demand across all areas of social care a budget transfer was not required. Lower demand has been factored into the children's savings in 22/23</p> <p>The remainder of the underspend relates to staff vacancies. The staffing position is now resolved but does continue to be a risk area.</p>
Early Intervention - SEND & Inclusion	439	433	400	(39)	1			<p>Underspend due to staff vacancies throughout year. The staffing position remains a challenge leading into 22/23 with further investment required to support the SEN process as demand continues to rise in this area. There is a request to invest in this area see para 7.5.</p>
Early Intervention - Universal and Partnership	317	222	248	(69)	2			<p>Underspend relates to:</p> <ol style="list-style-type: none"> 1. Closure of Jules House £25k – premises not used giving rise to utility savings etc 2. Staffing underspends £20k – one post removed in 22/23 budget as part of agreed savings. 3. Underspend on Youth Offending contract £10k due to negotiated

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to/(from) Reserves	Comments
								lower rate. £10k removed in 22/23 budget. 4. £10k due to less use of materials and equipment as services were delivered remotely for part of the year.
Childrens	5,059	4,391	4,216	(843)		0	113	
Schools & Early Years	264	181	161	(103)	1		93	The Council received funding to help schools and the early years sector to bounce back from the pandemic. The underspend from these Catch Up Premium (£23k), Pupil Premium Plus (£16k) and (£20k school improvement and Brokering Grant) will be transferred to reserves to support the sector in 22/23. The Council did not deliver as much training to the Early Years sector due to the pandemic and the restrictions in place. The under spend from this (£33k) will also be placed in reserves for use in 22/23.
Rutland Adult Learning & Skills Service (RALSS)	(1)	30	48	49	4			Overspend due to reduction in take up for courses and grant income reduced from the DfE. The college is expected to return to pre pandemic levels of take up in 22/23.
Learning and Skills	263	211	209	(54)		0	93	
Total People (Excluding DSG)	20,303	18,833	18,646	(1,657)		25	373	

Figures shown in brackets denotes surplus position

B2. PLACES BUDGET MONITORING SUMMARY

The Directorate Summary shows the performance against budget.

Key	
1 - Underspend with no impact next year (one off)	2 - Underspend with budget adjustment to be done in Q1 or already done
3 - One off underspend requested to be used next year	4 - Overspend with no impact next year (one off)
5 - Overspend where budget has been or needs to be adjusted next year	6 – Emerging pressure in 22/23 arising from new issues

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Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Directorate Management	390	255	231	(159)	2			Underspend due to two Head of Service posts being vacant covered by Interims for part of the year and a Project Officer post still vacant. Permanent recruitment is underway for the two Heads of Service positions.
Directorate Management Costs	390	255	231	(159)		0	0	
Drainage & Structures	170	151	145	(25)	1			Underspend on structural maintenance due to availability of Tarmac to undertake works. It is expected that next years budget will be sufficient for the level of works required.
Crime Prevention	117	111	108	(9)	1			
Environmental Maintenance	1,424	1,426	1,348	(76)	1			There are 2 main reasons this cost centre has underspent. The first is due to Interim arrangements for the Head of Service changing during the year resulting in an underspend of £40k due to the revised rate

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
								<p>being lower than budgeted. This was included in the Q3 forecast. The second reason was due to higher than expected cemeteries income during the year of £25k. This position was expected to be c£10k at Q3, but the final quarter saw a significant increase with £24k received.</p> <p>At Q3 the service was reporting additional pressures of £50k within grounds maintenance. The service manager has changed cutting regimes in the final quarter to mitigate a £30k pressure from additional grass verges and recharges to services not included in the forecast at quarter 3 £20k.</p>
Health & Safety	41	40	38	(3)	1			
Forestry Maintenance	116	116	119	4	4			
Highways Capital Charges	1,828	1,828	1,828	0	N/A			
Highways Management	487	496	399	(88)	3	62		<p>The highways re-procurement project has underspent by £62k against the total £100k budget. At Q3 the forecast assumed full spend as the budget will be required to meet the needs of the project in future years.</p> <p>£15k underspend on agency staffing as a result of lower usage in Quarter 4 due to sickness and annual leave.</p>

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
								Income targets were overachieved with £15k additional income raised in March for traffic regulation orders.
Commissioned Transport	1,921	2,203	2,333	412	5			Demand has increased from 45 contracts in April to 83 at Outturn with an increase of 13 in last quarter alone. The majority of the increase in contracts relates to Special Educational Needs Transport. Contract rates on 21 contracts increased during the last quarter, resulting in additional costs of £41k.
Lights Barriers Traffic Signals	147	131	114	(33)	1			£24k underspend on Street Lighting maintenance with fewer repairs required.
Parking	(65)	(177)	(171)	(106)	2	6		The majority of the underspend relates to improved parking income which has returned to pre covid levels. Carry forward for works on car parks being balance of underspend on 21/22 maintenance which will be delivered in 22/23.
Pool Cars & Car Hire	104	100	97	(7)	1			
Public Protection	403	399	393	(10)	1			
Public Rights of Way	33	44	38	5	4			
Public Transport	766	756	714	(52)	1			The Council received Covid-19 bus service support grant (CBSSG) in 4 tranches with the total funding received c£200k. Bus operators had to claim funding from the Council. The Council received the final tranche (£50k) in January and had no claims submitted

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
								contrary to expectations. The grant will offset some of the transport pressures within commissioned transport.
Road Maintenance	367	317	308	(59)	2			More overheads charged to capital in line with actual works delivered giving rise to a saving of £66k
Transport Management	375	321	314	(61)	1			The are vacancies within the team with the Senior Transport Manager post being mitigated by acting up arrangements within the team.
Waste Management	3,096	3,067	2,677	(419)	6	220		<p>The waste re-procurement project has underspent by £220k against the total £263k budget. At Q3 the forecast assumed full spend as the budget will be required to meet the needs of the project in future years.</p> <p>Further underspends relate to:</p> <ol style="list-style-type: none"> 1. a drop in waste tonnages and gate fees for Dry Mixed Recycling £111k, 2. green waste subscriptions are up £45k against budget of £480k. The budget was based on 12k bins with the actual bin subscriptions reaching 13k. Subscriptions for 22/23 are already at 12k. 3. Income from bulky waste refuse collection and sales of recyclables up c£38k against budget.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Winter Maintenance	274	274	217	(57)	1		33	The mild winter has resulted in the Council not having to purchase as much salt stock saving £33k. The mild winter also provided £25k savings on winter maintenance costs (less use of gritters etc)
Safe and Active Public Realm	11,604	10,965	11,019	(584)		288	33	
Planning Policy	447	417	390	(57)	1		43	The majority of the underspend is against the old local plan, £43k, which increased since quarter 3 from the reported underspend of £29k.
Development Control	150	56	(53)	(203)	1		130	The underspend is mainly due to an increase in planning income, with 3 Planning Applications received in last 2 months totalling £158k. The new local plan costs assumed funding of £194k from extra planning income. This will be transferred to the Local Plan reserve to meet any shortfall in income/additional costs.
Building Control	37	17	37	0	5			The movement from Q3 is as a result of the implementation costs of joining the Leicestershire Building Control Partnership as agreed in report 180/2021. So far the Council has incurred £17k of the £33k implementation costs with the remainder being required in 22/23 and has been adjusted in the budget for 22/23.
Emergency Planning	36	33	33	(2)	1			

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Economic Development	129	111	82	(46)	1	46		£33k underspend from Digital Rutland staff vacancy, with decision made in January not to recruit as funding was anticipated to be needed be used in Levelling Up and other bids hence carry forward request.
Sustainable Economy and Place	779	634	489	(288)		46	130	
Property Services	1,230	1,101	1,230	0	6			
Commercial & Industrial Properties	(272)	(176)	(249)	23	5			Rent is £49k under budget due to vacant units during the year, Utilities costs created a pressure £21k mainly due to non recovery of communal area costs and site and repairs £32k. These costs have been largely mitigated by movement on the bad debt provision. This provision is reviewed at the end and was not required due to the current level of debt owed by tenants.
Asset Management	958	925	981	23		0	0	
Culture & Registration Services	119	135	118	(1)	2			Registrar income is budgeted to be £166k and during the year we had initially seen a drop off in income due to Covid. However, quarter 4 income levels were much better than expected as the service to pre-pandemic levels of income.
Tourism	0	0	20	20	4		(20)	£18k spent on advertising professional fees and printing costs in the last quarter supporting Discover Rutland. This expenditure is subject to a welcome back fund bid and if successful will be paid in

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
								22/23. This expenditure will be funded from the tourism reserve and if the bid is successful will top up the reserve to its current level.
Libraries	463	449	450	(13)	1			
Museum Services	421	417	407	(14)	1			
Sports & Leisure Services	252	244	190	(62)	1	64		The leisure re-procurement project has underspent by £62k against the total £83k budget. At Q3 the forecast assumed full spend as the budget will be required to meet the needs of the project in future years.
Culture and Leisure	1,255	1,245	1,185	(70)		64	0	
Total Places	14,986	14,024	13,905	(1,081)		358	163	

B3. RESOURCES BUDGET MONITORING SUMMARY

The Directorate Summary shows the performance against budget.

Key	
1 - Underspend with no impact next year (one off)	2 - Underspend with budget adjustment to be done in Q1 or already done
3 - One off underspend requested to be used next year	4 - Overspend with no impact next year (one off)
5 - Overspend where budget has been or needs to be adjusted next year	6 - Other where budget impacts next year contrary to outturn position

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Chief Executives Office	231	201	203	(28)	1	0	0	Underspend arising on St Georges project manager post being vacant following Local Plan decision
Directorate Management	311	348	350	39	5	0	0	Interim costs for Deputy Director temporary post, covered by underspends in the Legal & Governance Function
Communications	205	193	190	(15)	3	8	0	
Corporate Costs	161	174	169	8	5	0	0	
Pensions	906	901	911	5	4	0	0	
Audit Services	193	189	192	(1)	1	0	0	
Insurance	271	238	239	(32)	1	0	0	Anticipated increases in insurance cost did not materialise when final costs were confirmed
Accountancy & Finance	627	582	592	(35)	1	0	0	Vacancy savings through the year. Vacancy still exists at the year end covered by agency. Recruitment exercise unsuccessful in March.

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Information Technology	1,531	1,522	1,517	(14)	1	0	0	
Business Support Services	782	701	701	(81)	1	0	0	Vacancy savings throughout the year and savings on post and reprographics arising from reduced use of service. Savings will continue into 22/23 with plans to bring in resource as required.
Members Services	284	282	268	(16)	1	0	0	
Customer Services Team	187	152	164	(23)	1	0	(4)	Vacancy savings. £4k spend on MyAccount to be funded from Customer Services improvement reserve.
Elections	124	138	121	(3)	1	0	0	By-election postage less than anticipated hence movement from Quarter 3.
Legal & Governance	576	592	505	(71)	1	0	0	Governance vacancy savings £45k in year but now service is at full establishment. Additional agency support envisaged at Quarter 3 was not required. Legal underspend £26k arises from reduced demand, greater use of in house resource, and selective use of third party providers. Legal spend slowed down considerably in Quarter 4 with no new significant cases.
Human Resources	468	407	392	(76)	1	50	0	Vacancy savings through the year. Two key vacancies at the year end with temporary support in place through Leicestershire traded services. Professional fees savings of c£14k with fewer occupational health referrals. Training budget underspend is £38k. Other pressures have meant training was deprioritised in Quarter 4. There is a carry forward request to meet training pressures in 22/23

Function	Revised Budget	Q3 Forecast	Q4 Outturn	Variance to Budget	Key	Budget Carry Forward	Transfers to / (from) Reserves	Comments
Revenues & Benefits	339	298	190	(149)	1	0	52	Vacancy savings of £53k with an apprentice vacancy at the year end. Additional income of £10k arising from a court fee refund and £18k towards Covid grants administration, all received in Quarter 4. £52k additional income on Housing Benefits arising from better recovery of 'overpayments' (exercise completed in March). Amount to be transferred to Welfare Reserve to support claims in 22/23.
Financial Support	40	26	27	(13)	1	0	13	Hardship fund not used in 21/22 as the Council paid additional council tax support for those on low incomes and paid out c£140k in Household Support payments to support winter bills. Proposal to transfer to Welfare as potential for higher use due to cost of living crisis in 22/23
Total Resources Directorate	7,236	6,946	6,731	(505)		38	61	

Figures shown in brackets denotes surplus position

Appendix C. RESERVES AND COMMITTED FUNDS

The table below shows the position on all Earmarked Reserves, the outturn position on reserves is £200k which is made up of drawdown from reserves £2,223k less top up to reserves £2,424k. The column that are being requested as part of this report are

- Top Up – top up to reserves requested to meet future commitments.
- Drawdown Requested this Report – Drawdown requested for approval as part of this report. Amounts are forecasted to be spent in 22/23
- Drawdown 22/23 amount to be confirmed – Approval is requested up to this amount but the exact timing is not known, but budget will only be adjusted once confirmed the amount required in 22/23.

Reserve	Balance 01/04/21	Drawdown From Reserve	Transfer	Top Up	Balance 31/03/22	Budget Report Drawdown 22/23	Drawdown Approved Since Budget	Drawdown Requested this Report	Balance 31/03/23	Draw down 22/23 Amount to be confirmed	Reserve Balance
Committed Sums	(437)	20	0	0	(417)	20	0	0	(397)	0	(397)
Developer Contributions	(4,753)	35	0	0	(4,719)	0	0	0	(4,719)	0	(4,719)
Oakham North	(3,213)	0	0	0	(3,213)	0	0	0	(3,213)	0	(3,213)
Total Development Reserve	(8,403)	55	0	0	(8,349)	20	0	0	(8,329)	0	(8,329)
Public Health	(394)	100	0	(113)	(407)	0	0	0	(407)	113	(294)
Tourism	(31)	20	0	0	(11)	0	0	0	(11)	0	(11)
Better Care Fund	(954)	97	0	(80)	(937)	200	0	0	(737)	80	(657)
Grants	0	0	0	(1,050)	(1,050)	0	0	345	(884)	705	0
Total Ring Fenced Reserves	(1,379)	217	0	(1,243)	(2,405)	200	0	345	(1,860)	898	(962)

Reserve	Balance 01/04/21	Drawdown From Reserve	Transfer	Top Up	Balance 31/03/22	Budget Report Drawdown 22/23	Drawdown Approved Since Budget	Drawdown Requested this Report	Balance 31/03/23	Draw down 22/23 Amount to be confirmed	Reserve Balance
Invest to Save	(173)	0	0	0	(173)	0	0	0	(173)	0	(173)
Internal Audit	0	0	0	0	0	0	0	0	0	0	0
Training	(75)	0	0	(50)	(125)	0	0	50	(75)	0	(75)
Repairs	(341)	92	0	0	(249)	0	0	0	(249)	0	(249)
Highways	(393)	30	0	(33)	(396)	30	0	0	(366)	0	(366)
Brexit	(266)	0	0	0	(266)	0	0	266	0	0	0
Digital Rutland	(26)	0	0	0	(26)	0	0	0	(26)	0	(26)
National Non Domestic Rates	(2,773)	0	0	0	(2,773)	2,314	0	0	(459)	0	(459)
Social Care Reserve	(1,338)	246	0	(225)	(1,316)	0	0	114	(1,202)	0	(1,202)
Legal & Insurance	(100)	0	0	0	(100)	0	0	0	(100)	0	(100)
Hardship Reserve	(162)	40	0	(65)	(187)	40	0	0	(147)	0	(147)
Pressure Reserve	(175)	175	0	0	0	0	0	0	0	0	0
Ash Dieback	(500)	0	0	0	(500)	0	0	0	(500)	0	(500)
Budget Carry Forward	(648)	445	150	(589)	(641)	0	0	505	(136)	109	(28)
CST Improvements	0	4	(150)	0	(146)	0	49	0	(97)	0	(97)
Rutland Adult Learning	(40)	0	0	0	(40)	0	0	0	(40)	0	(40)
Covid	(1,488)	906	0	(31)	(613)	79	0	0	(534)	57	(477)
High Needs	0	0	0	0	0	0	0	(1,025)	(1,025)	0	(1,025)
Neighbourhood Plans	(12)	0	0	(15)	(27)	0	0	15	(12)	0	(12)

Reserve	Balance 01/04/21	Drawdown From Reserve	Transfer	Top Up	Balance 31/03/22	Budget Report Drawdown 22/23	Drawdown Approved Since Budget	Drawdown Requested this Report	Balance 31/03/23	Draw down 22/23 Amount to be confirmed	Reserve Balance
Culture Reserve	(6)	0	0	0	(6)	0	0	0	(6)	0	(6)
Total Non-Ring-Fenced Reserve	(8,516)	1,938	0	(1,008)	(7,584)	2,463	49	(75)	(5,147)	166	(4,982)
Local Plan	0	13	(1,545)	(173)	(1,705)	0	0	0	(1,705)	660	(1,045)
Total Earmarked Reserves	(9,895)	2,168	(1,545)	(2,424)	(11,694)	2,663	49	270	(8,712)	1,724	(6,989)
Total Reserves	(18,298)	2,223	(1,545)	(2,424)	(20,043)	2,683	49	(270)	(17,041)	1,724	(15,318)

The Council has a number of underspends within the outturn which is already committed to meeting a future cost. The table(s) below shows the committed funds in three categories:

- Budgets for projects – where a budget spans more than one period then any unspent budget will be carried forward to the next period. At some point, a budget may no longer be needed but this is not the case;
- Initiatives – the workload and understaffing position in the year means that some “spending” may not have been delivered in the year as originally planned e.g. training. The intention is for that spending to be delivered in 22/23;
- Reserved funds – there are some areas where unutilised funds are set aside to meet future costs e.g. hardship funds.

The table also shows the amount of top up to reserves, the known drawdowns for 22/23, the drawdowns in 22/23 where the amount is to be confirmed and where the Council does not yet know when the commitment will be required.

Directorate Committed Funds							
Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 amount to be confirmed	Drawdown unknown	Commentary
Project	Places	Highways Procurement	62	62			The budget amount was £100k in 21/22 which was the total budget required for the life of the procurement, with £38k spent in 21/22. Remaining amount required to complete the re-tendering of the project
Project	Places	Waste Procurement	220	220			The budget amount was £264k in 21/22 which was the total budget required for the life of the procurement, with £44k spent in 21/22. Remaining amount required to complete the re-tendering of the project
146 Project	Places	Leisure Procurement	64	64			The budget amount was £83k in 21/22 which was the total budget required for the life of the procurement, with £19k spent in 21/22. Remaining amount required to complete the re-tendering of the project
Project	People	Domestic Abuse New Duties	114	30	84		Grant funding of £114k received April 2021 but work delayed due to prioritising Ofsted improvement work. The Council has plan to implement duties to meet the requirements under the new act. Further £63k grant in 22/23 so total budget will be c£90k in 22/23.
Total Projects			460	376	84		
Initiatives	Resources	Communications	8	8			Cost of extending our EngagementHQ (EHQ) license to cover the year 2022/23. EHQ is the platform that is being used to support Rutland's Holiday

Directorate Committed Funds

Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 amount to be confirmed	Drawdown unknown	Commentary
							Activity and Food (HAF) programme, as well as the central point of information about the Future Rutland Conversation/Shared Vision.
Initiatives	Resources	Human Resources Training -	50	50			Carry forward of some of the training budget underspend to ensure available resource in 2022-23 to meet training pressures which (a) were deferred from 2021-22 and (b) are increasing needs/demand arising from strategic pressures.
147 Initiatives	Places	Parking Maintenance -	6	6			In 2021/22 the Councils car parks have not been utilised as much as normal due to Covid, particularly in the first quarter of the year. This has led to less Maintenance being required, however as parking is returning to pre-pandemic levels it is envisaged that additional maintenance issues will arise on 22/23 as a result the underspend from 21/22 is being requested to be carried forward
Initiatives	Places	Economic Development - Levelling Up Bid	46	46			Continued support required to pull together the levelling up bid. Support will only be required until July
Initiatives	People	Business Intelligence Consultancy -	25		25		Request to c/fwd underspend on consultancy line to support the Business Intelligence team with changes around ASC reforms and further developments of BI systems

Directorate Committed Funds

Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 amount to be confirmed	Drawdown unknown	Commentary
Total Initiatives			135	110	25	0	
Reserved Funds	Resources	Revenues & Benefits - Hardship	65			65	The Housing Benefits underspend of £52k is being transferred to the Hardship reserve along with the underspend on the hardship budget (£13k). This is being requested due to the current cost of living crisis, where the Council are expected more requests for support than normal.
148 Reserved Funds	Places	Winter Maintenance - Salt Stock	33			33	Due to the mild winter the Council has used less salt than budgeted. It is proposed to transfer this to the Severe Weather reserve to meet any pressures that due to inclement weather in future years.
Reserved Funds	Places	Planning Policy	43			43	Underspend on closing off the old local plan. To be transferred to the Local Plan to meet the rising costs.
Reserved Funds	Places	Development Control - Planning Income	130			130	The extra income received through planning has been transferred to the Local Plan to meet rising costs.
Reserved Funds	Places	New Local Plan			660		The forecasted amount to be used in 22/23
Reserved Funds	People	Public Health	113		113		This is ringfenced funding and any underspend must be transferred to a ring fenced reserve to be used to support the Public Health Function

Directorate Committed Funds							
Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 amount to be confirmed	Drawdown unknown	Commentary
Reserved Funds	People	Schools	93		93		Underspend on Catch Up Premium, Pupil Premium Plus, School Improvement and Early Years Training to be transferred to a reserve to support schools and early years recovery into 22/23
Reserved Funds	People	Better Care Fund	54		54		This is ringfenced funding and any underspend must be transferred to a ring fenced reserve.
Total Reserved Funds			531	0	920	271	
Total Directorate Commitments			1,126	486	1,029	271	

149

Other Committed Funds							
Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 Amount to be confirmed	Drawdown unknown	Commentary
Project	Capital Financing	Revenue Contribution to Capital Outlay (RCCO)	44	44			Required to complete works to OEP unit 2 and 4 within the Councils capital programme.
Total Projects			44	44	0	0	
Reserved Funds	Financing	CCG Funding	612			612	The Council received contributions from the CCG for CCH Headroom Funding and ASC workers Rewards Funding in the Final Quarter which is ringfenced to be spent on support for the Adult Social Care sector. Only a small amount was able spent in the Quarter (see Covid

Other Committed Funds

Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 Amount to be confirmed	Drawdown unknown	Commentary
							Appendix). The rest will be required in 22/23.
Reserved Funds	Financing	Local Transport Authority Capacity Grant for Local Transport Plan	179	179			The Council received this grant in the final week of the year. This funding has been provided for the preparation and launch of the new Local Transport Plan (LTP) and to encourage Authorities to updates the LTP before the end of this parliament. This money will be required over the next 18 months to deliver against this.
150 Reserved Funds	Financing	Changing Lives	225	80	0	145	The Council has received income to support the Supporting Families Programme, which is around Early Help Programmes o keep families together. The Council will utilise this funding to continue Early Intervention work to keep families together with £80k committed to supporting this programme. The remainder will be transferred to the Social Care Reserve .
Reserved Funds	Financing	Cyber Security	127	127	0	0	The Council received the following <ul style="list-style-type: none"> • A base grant allocation of £75,000 for the delivery of the Cyber Treatment Plan • An additional £50,000 to address high priority issues identified in the Cyber Treatment Plan • An additional £25,000 to support actions to reduce risk created by use of legacy operating systems

Other Committed Funds							
Type	Directorate	Area	Top up to Reserve	Drawdown 22/23	Drawdown 22/23 Amount to be confirmed	Drawdown unknown	Commentary
							£23k was spent in year on these works with the remainder committed in 22/23
Reserved Funds	Financing	Neighbourhood Plan	15	15	0	0	Funds received to deliver the referendum for the Barleythorpe and Oakham Neighbourhood Plan
Reserved Funds	Financing	Better Care Fund	26	0	26	0	Extra income paid by the CCG to contribute to staff costs which will continue into 22/23
Reserved Funds	Financing	Ring Fenced Covid Grants	31	0	31	0	Transfer of ring fenced grants to the Covid reserve - £5k Contain Outbreak Management - and £26k Cultural Recovery Fund
Reserved Funds	Financing	Land Registry Data Transfer	40	40	0	0	The Council received £40k to support the Land registry Data Transfer Project
Reserved Funds			1,255	441	669	145	
Total Other Commitments			1,299	485	669	145	
Total Commitments			2,425	971	1,698	416	

Appendix D. Covid Position

Background

The Council has received a number of grants that support the Councils response to the pandemic. Some of these funds are ringfenced (these are identified with (r) in the table below) and have to be spent on specific interventions to aid the Councils response. The unexpected either contributed towards existing costs shown in Directorates, represents funding not used in delivering the Covid response or compensation for loss of income.

Grant	Grant Amount	Transfer from Reserve	Total Available	Spent	Unspent	Transfer to Reserve	Unexpected income	Comments
Covid-19 LA Support Grant	724,436		724,436	339,649	384,787		384,787	
Infection Control Fund (r)	358,532	52,300	410,832	399,423	11,409		11,409	This was the Councils allocation of the fund. Contributes to existing budgeted costs
Test and Trace funding (r)	38,500	41,900	80,400	68,222	12,178		12,178	Funding allocated to the setting up and running of the Testing Centre and community testing programmes. Council used existing resource to deliver.
Covid Winter Grant (r)	52,196	16,100	68,296	61,506	6,790		6,790	This is the Councils admin fee for administering the scheme.
Cultural Recovery Fund (r)	62,707		62,707	36,619	26,088	26,088	0	
Contain Outbreak Management (r)	186,951	83,000	269,951	265,286	4,665	4,665	0	
Loss of income (Sales, Fees & Charges)	127,565		127,565		127,565		127,565	Claimed to replace loss of income. Parking largest and budget reduced by £100k in 21/22.
Workforce Capacity Fund (r)	240,153		240,153	228,911	11,242		11,242	This was the Councils allocation of the fund. Contributes to existing budgeted costs

Grant	Grant Amount	Transfer from Reserve	Total Available	Spent	Unspent	Transfer to Reserve	Unexpected income	Comments
ASC Vaccine Funding (r)	12,421		12,421	11,864	557		557	This was the Councils allocation of the fund. Contributes to existing budgeted costs
ASC Rapid Testing Fund (r)	203,872	24,500	228,372	211,212	17,160		17,160	This was the Councils allocation of the fund. Contributes to existing budgeted costs
New Burdens	133,736		133,736		133,736		133,736	Funding received for new burdens (mainly business grants) that the council did not bring in additional resource.
Practical Support for those Self Isolating (r)	54,788		54,788	54,788	0		0	
Leisure Recovery (r)	59,249		59,249	59,249	0		0	
Testing Centre and Community Testing Programme (r)	126,756		126,756	44,227	82,529		82,529	Funding received for running the testing centre and Community Testing programmes that the council did not bring in additional resource.
Household Support Fund (r)	125,290		125,290	125,290	0		0	
Sub-Total Grants	2,507,152	217,800	2,724,952	1,906,246	818,706	30,753	787,953	
CCG – ASC Workers Rewards	364,377		364,377	364,377	0	0	0	Amount received was £562,873 with the balance shown in financing to be carried forward to continue to support ASC providers into 22/23
Total Funding	2,871,529	0	3,089,329	2,270,623	0	30,753	787,953	

The Council are holding £613k of reserves at the end of 22/23. The breakdown of the reserve is shown below

Funding	Balance 31/03/2021	Drawdown in Year	Top Up	Balance 31/03/2022	Committed 2022/23	Balance 31/03/2023	Comment
ASC Rapid Testing Fund	24,500	-24,500	0	0		0	
COMF	109,300	-83,000	4,700	31,000	(31,000)	0	Ringfenced funding can only be used on outbreak management expenditure. If not spent will have to be repaid.
Test, Track & Trace	41,900	-41,900	0	0		0	
Covid Winter Grant Scheme	16,100	-16,100	0	0		0	
Infection Control	52,300	-52,300	0	0		0	
General	1,244,700	-688,000	0	556,700	(79,000)	477,700	This is a general grant to support the pandemic response. This is not ringfenced. Commitments relate to ongoing staffing pressure included within the 22/23 Budget report
Cultural Recovery Fund	0	0	26,100	26,100	(26,100)	0	Ringfenced funding can only be used on cultural recovery. If not spent will have to be repaid.
CCG - Section 256	0	0	0	0	0	0	
Covid Reserve	1,488,800	-905,800	30,800	613,800	136,100	477,700	

Appendix E. Detailed Directorate Grants 21/22

This appendix shows grants received in 21/22 with directorates and what has been spent against them.

Grant	Received in Year	Expenditure in Year	Impact on 21/22	Comment
Covid Bus Service Support Grant (CBSSG)	203	153	50	
Staying Put Implementation Grant	12	0	12	
Holidays Activities and Food Programme	46	39	7	Admin cost of Administering - Already within core budget
Directorate Grants	261	192	69	

Appendix F. New/Drawdown of Grants 22/23

This appendix shows new/confirmed grants in 21/22.

Grant	Expenditure	Income	Earmarked Reserves	Comment
Grant Commitments				
Cyber Fund	126,000		(126,000)	Received in 21/22 and drawn down from reserve in 22/23
Neighbourhood Grant	15,100		(15,100)	Received in 21/22 and drawn down from reserve in 22/23
Changing Lives	80,000		(80,000)	Use of grant funding received in 21/22 to continue to deliver the Early Help Service and hit targets in relation to the payment by results funding.
Land Registry Data Transfer	40,000		(40,000)	Received in 21/22 and drawn down from reserve in 22/23
Local Transport Authority Capacity Grant for Local Transport Plan	178,000		(178,000)	This funding has been provided for the preparation and launch of the new Local Transport Plan (LTP) and to encourage Authorities to updates the LTP before the end of this parliament. This money will be required over the next 18 months to deliver against this.
Total Grant Commitment	439,100	0	(439,100)	
New Grant				
Public Health Funding	37,300	(37,300)		Public Health funding confirmed higher than in the MTFP. Total funding confirmed of £1.365m
Holiday Activity Fund	89,200	(89,200)		Extension to the Holiday Activity programme in 22/23

Grant	Expenditure	Income	Earmarked Reserves	Comment
Supporting Families (Changing Lives)		(62,000)		Grant confirmed higher than budgeted. Total grant (£161k). Difference transferred to reserves
Council Tax Rebate	1,731,300	(1,731,300)		Energy rebate scheme
National Bus Strategy	41,500	(41,500)		Actual amount received was £150k in 21/22 with £55k spent in 21/22, £42k to be delivered in 22/23 with the remainder to be spent in 23/24
Travel Demand Management Grant	9,000	(9,000)		Actual Amount received was £50k in 21/22 with £25k spent in 21/22 expected expenditure of £9k in 22/23 with £16k in 23/24
Capability Fund	48,700	(48,700)		Bid submitted in 21/22 funding unused to be delivered in 22/23
Domestic Abuse Funding	63,000	(63,000)		Income confirmed for 22/23, will be put to the grant reserve until confirmation of how much expenditure required
Total New Grants	1,893,500	(2,082,000)	0	

Appendix G. Medium Term Financial Plan

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Outturn	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
	£	£	£	£	£	£	£
People	18,642,000	20,420,900	21,021,500	21,637,100	22,266,500	22,980,400	23,720,600
Places	13,906,000	15,948,600	15,948,400	16,963,800	16,956,500	17,332,600	17,718,700
Resources	6,729,000	7,725,200	7,775,300	7,804,800	7,895,800	8,017,800	8,202,600
Covid	(599,000)	0	0	0	0	0	0
Projects	0	251,000	0	0	0	0	0
Pay Inflation Contingency	0	1,021,500	1,387,000	1,749,100	2,114,200	2,478,900	2,849,300
Staffing Contingency		815,000	0	0	0	0	0
Demand Led Contingency		0	461,300	942,800	1,435,100	1,943,200	2,468,100
Net Cost of Services	38,678,000	46,182,200	46,593,500	49,097,600	50,668,100	52,752,900	54,959,300
Capital met from Direct Revenue	46,000	243,200	0	0	0	0	0
Appropriations	(2,478,300)	(2,478,300)	(2,478,300)	(2,478,300)	(2,478,300)	(2,478,300)	(2,478,300)
Capital Financing	1,646,943	1,646,900	1,646,900	1,646,900	1,646,900	1,646,900	1,646,900
Interest Receivable	(116,000)	(200,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Net spending	37,776,643	45,394,000	45,512,100	48,016,200	49,586,700	51,671,500	53,877,900
<u>Resources</u>							
Other Income	(2,786,294)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)	(1,604,500)
New Homes Bonus	(518,178)	(461,300)	0	0	0	0	0
Better Care Fund	(2,705,500)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)	(2,712,300)
Social Care In Prisons	(74,128)	(74,100)	(74,100)	(74,100)	(74,100)	(74,100)	(74,100)
Rural Delivery Grant	(890,396)	(890,400)	(890,400)	(890,400)	(890,400)	(890,400)	(890,400)
CSP Increase 1%		0	0	339,300	550,600	780,100	1,029,100
CSP Increase 2.5% 23/24 Only			145,728				
Retained Business Rates Funding	(5,638,278)	(3,462,200)	(6,268,900)	(6,215,000)	(6,448,900)	(6,448,900)	(6,448,900)
Government funding subtotal	(12,612,774)	(9,204,800)	(11,404,472)	(11,157,000)	(11,179,600)	(10,950,100)	(10,701,100)
Council Tax/Social care precept	(28,585,226)	(30,292,100)	(31,424,600)	(32,597,600)	(33,812,800)	(35,071,400)	(36,375,100)
Collection fund Deficit/(Surplus)	160,000	(159,000)	0	0	0	0	0
Total available Resources	(41,038,000)	(39,655,900)	(42,829,072)	(43,754,600)	(44,992,400)	(46,021,500)	(47,076,200)
Earmarked Reserve	200,000	(4,018,000)	(70,000)	0	0	0	0
Use of General Fund Balances	(3,061,357)	1,720,100	2,613,028	4,261,600	4,594,300	5,650,000	6,801,700
Balance brought forward	(11,509,805)	(13,026,162)	(10,281,062)	(7,668,034)	(3,406,434)	1,187,866	6,837,866
Local Plan	1,545,000	0	0	0	0	0	0

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	Outturn	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
	£	£	£	£	£	£	£
High Needs		1,025,000					
Balance carried forward	(13,026,162)	(10,281,062)	(7,668,034)	(3,406,434)	1,187,866	6,837,866	13,639,566
Use of General Fund Balances - Budget Setting		6,800	2,211,800	3,239,200	3,648,400	4,658,900	5,764,300
Gap Movement since Budget Setting		1,713,300	401,228	1,022,400	945,900	991,100	1,037,400
Non-Ringfenced Earmarked Reserve Balance B/Fwd	8,515,498	9,289,556	6,683,156	6,613,156	6,613,156	6,613,156	6,613,156
Ringfenced Earmarked Reserve Balance C/Fwd	10,753,815	10,367,215	10,367,215	10,367,215	10,367,215	10,367,215	10,367,215

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CABINET

14 June 2022

HIGHWAYS CAPITAL PROGRAMME – SECOND 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/14042022	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor R Powell, 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	

DECISION RECOMMENDATIONS

That Cabinet:

1. Recommends to Council that the Department for Transport (DfT) Capital Highways Maintenance Block funding allocation received to the value of £1,506m is used for highway carriageway, footway, bridges and drainage schemes as per Appendix A.

1 PURPOSE OF THE REPORT

- 1.1 To approve the second allocation of the Highway Capital Programme for the balance of the Capital Highway Maintenance Block needs based from the first allocation, together with both the Capital Pothole and Incentive Funds, allocation by the Department for Transport (DfT) for 2022/23.
- 1.2 Cabinet also recommends approval to Council as the total funding is in excess of £1m as per the financial procedure rules.

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.
- 2.2 The Capital Highway Maintenance Block Funding, Capital Pot Hole and Incentive

Funds, was confirmed by letter from the DfT on 28th February 2022 and is to support the desire to ensure the continued safe operation of the highway network.

3 HIGHWAYS CAPITAL PROGRAMME SECOND ALLOCATION

- 3.1 To approve the second allocation of the Highway Capital Programme for the balance of the Capital Highway Maintenance Block needs based from the first allocation, together with both the Capital Pothole and Incentive Funds, allocation by the Department for Transport (DfT) for 2022/23.
- 3.2 Cabinet also recommends approval to Council as the total funding is in excess of £1m as per the financial procedure rules.

4 BACKGROUND AND MAIN CONSIDERATIONS

- 4.1 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.
- 4.2 The Capital Highway Maintenance Block Funding, Capital Pot Hole and Incentive Funds, was confirmed by letter from the DfT on 28th February 2022 and is to support the desire to ensure the continued safe operation of the highway network.

5 HIGHWAYS CAPITAL PROGRAMME SECOND ALLOCATION

- 5.1 Appendix A sets out the second allocation of the Highways Capital Programme of works, which covers proactive drainage, bridges, carriageways and footways schemes, funded by the balance of the first allocation of the Capital Highway Maintenance Block needs based allocation, together with the Capital Pot Hole and Incentive funds from the Department for Transport (Dft) for 2022/23. The programme of works as outlined in Appendix A will be followed, however if unknown prohibitive circumstances 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 a site may be substituted to allow for this within the allocated budget. The substituted site would then feature high on the list for next allocation. Delegation to the Director of Places in consultation with the Portfolio Holder for Highways to Agree any substitution of projects if the identified schemes can't proceed.
- 5.2 The capital highways maintenance block allocation from Dft is £1,058,000, with the Pot Hole fund also £1,058,000 and the Incentive Fund is £265,000 for 2022/23. This second allocation report includes the remaining £58,000 Highway Maintenance Block from the first allocation, as well as the Pothole and Incentive funding.
- 5.3 Also includes for prior year funding balance (carry over) from 2021/22 of £125,000 that brings the total to £1,506,000.
- 5.4 It is proposed that drainage as well as the carriageway and footway allocation will include proactive works, completing A606 Langham drainage scheme and including preventative surface treatments and patching methods.
- 5.5 The drainage, bridges, carriageway and footway funding being made up of:
 - Focus on proactive drainage works following initial investigations.
 - Completion of A606 Langham Drainage scheme.

- Preventative maintenance programmes of carriageway resurfacing including pre-patching and footway treatments.
- A further programme of carriageway patching to stop minor defects becoming potholes.
- Micro asphalt surface treatment to carriageways.
- Regeneration recycling scheme of the carriageway along Manor Lane Barleythorpe.
- Bridge works.
- Resurfacing carriageway schemes.

6 CONSULTATION

- 6.1 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.

7 ALTERNATIVE OPTIONS

- 7.1 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.

8 FINANCIAL IMPLICATIONS

- 8.1 The Council has received grant funding for highways and this report proposes using that funding on its intended purpose.
- 8.2 This grant has been looked at in the 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.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

- 9.1 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”

10 DATA PROTECTION IMPLICATIONS

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

11 EQUALITY IMPACT ASSESSMENT

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

12 COMMUNITY SAFETY IMPLICATIONS

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

13 HEALTH AND WELLBEING IMPLICATIONS

13.1 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:

13.2 1) Transport links.

2) Access to safe and useable highways, footway and cycleways, which promotes activities such as walking and cycling.

14 ORGANISATIONAL IMPLICATIONS

14.1 Environmental implications

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

14.3 Procurement Implications

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

15 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

15.1 It is recommended to approve the allocation of the Highway Capital Programme funding for the future maintenance of the carriageway, footways, bridges 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.

16 BACKGROUND PAPERS

16.1 There are no additional background papers to the report.

17 APPENDICES

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

17.2 Appendix B – Highways Asset Condition Surveys.

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

Appendix A- Proposed Highway Capital programme for 2022/23

Capital Programme Budget 2022/23	Total available funding	First Allocation already approved by cabinet 8th March 2022	Second Allocation
HMB fund Allocation	£1,058,000	£1,000,000	£58,000
Pothole funding	£1,058,000	£0	£1,058,000
DfT Incentive Funding	£265,000	£0	£265,000
Prior Year Funding balance (carry forward) amount of £125,000	£125,000	£0	£125,000
Total	£2,506,000	£1,000,000	£1,506,000

Cabinet Paper 8 th March 22	Maintenance Function Areas	
8 th March 22 (approved)	Carriageway Surface Dressing	£690,000
8 th March 22 (approved)	Carriageway Maintenance- Patching, pre surface dressing patching, minor resurfacing	£210,000
8 th March 22 (approved)	Footway Resurfacing	£50,000
8 th March 22 (approved)	Drainage schemes	£50,000
Total		£1,000,000

Cabinet Paper	Maintenance Function Areas	Allocation
14 th June 22	Footway Resurfacing	£106,000
14 th June 22	Carriageway Maintenance- Patching, pre surface dressing patching, minor resurfacing	£220,000
14 th June 22	Micro surfacing	£60,000
14 th June 22	Bridges	£100,000
14 th June 22	Regeneration carriageway recycling scheme – Manor Lane Barleythorpe	£130,000
14 th June 22	Resurfacing scheme A6003 Uppingham to Caldecott – part 2 continuation	£220,000
14 th June 22	Resurfacing scheme -A6003/A47 Roundabout	£95,000
14 th June 22	Drainage	£70,000
14 th June 22	Condition surveys and programming	£50,000
14 th June 22	Capital Overheads	£300,000

14 th June 22	Staff Costs	£155,000
	Total	£1,506,000

Footway Resurfacing Programme £106,000 (in addition the March cabinet paper First allocation of £50,000 approved) - Identified from visual footway inspections. Note: The programme below includes all sites from both the first and second allocations.

Scheme ID	Parish	Road Name	Location From	To
2022FR01	Barnsdale	A606	Cycleway.	New surface to corner
2022FR02	Oakham	Kennady Close	All	All
2022FR03	Oakham	Link Footway	Kennady Rd	Churchill Rd
2022FR04	Oakham	Churchill Road	3 x Junction	3 x Junction
2022FR05	Oakham	Lonsdale Way	Grampian Way	garages opp Finch Close
2022FR06	Oakham	Grampian Way	Lonsdale Road	Snowdon Ave
2022FR07	Oakham	Glebe Way	Hudson Road	Warn Crescent
2022FR08	Oakham	Glebe Way	Warn Crescent	Warn Crescent
2022FR09	Whissendine	Main Street	Station road	to corner
2022FR10	Oakham	Malvern Walk	All areas	All areas
2022FR11	Oakham	Ribble walk	All areas	All areas
2022FR12	Clipsham	Church Lane	All areas	All areas
2022FR13	Preston	Uppingham Road	Cross Street	Ridlington Rd
2022FR14	Preston	Cross Street	Main Street	Uppingham Rd
2022FR15	Uppingham	Ayston Rd	Adjacent to vets (unfinished 2021)	
2022FR16	Caldecott	Main Street	The Green	junction of B672
2022FR17	Braunston	High Street	nos: 1, 3 & 7 (access)	nos: 1, 3 & 7 (access)
2022FR18	Braunston	Church Street	no:23 (access)	no:23 (access)
2022FR19	Braunston	Church Gate Court	Access	Access
2022FR20	Barrowden	Mill Lane	Main Street	End
2022FR21	Wing	Middle Street	The Jetty	Bottom Road
2022FR22	Uppingham	Ayston Road	Ayston Road to	Branston Road Link
2022FR23	Preston	Uppingham Road	Ridlington Road Link	Ridlington Road Link

Carriageway Maintenance Programme- Patching and minor resurfacing of £220,000 (Overall Budget of £430,000 including March cabinet paper first allocation £210,000 approved)- Identified from a combination of GAIST visual condition surveys, visual inspections, pre surface dressing patching and SCRIM data. Programme is compiled on estimated costs. Any works unable to be completed in 2022/23 will be put onto 2023/24 programme in line with current prioritisation of schemes. Note: The programme below includes all sites from both the first and second allocations.

Scheme ID	Parish	Road Name	Location	
			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
2022CM11	Glaston	Uppingham Road	30mph east	30mph west
2022CM12	Preston	Uppingham Road	Preston Rd	Ridlington Rd
2022CM13	Morcott	Seaton Rd	B672	Junction Seaton Rd
2022CM14	Whitwell	A606	30mph sign East	30mph sign West
2022CM15	Great casterton	B1081	Water Lane X roads	Water Lane X roads
2022CM16	Ryhall	Careby Road	Turnpike	County Boundary
2022CM17	Pickworth	The Plains	Pickworth village	Great North Road
2022CM18	Oakham	Ashwell Road	Burley Road	Bypass
2022CM19	Oakham	Bypass	Burley Rd Roundabout	Stamford Road Roundabout
2022CM20	Barrowden	Life Hill	A47	Barrowden

Carriageway Resurfacing Programme- £445,000 - Identified from a combination of GAIST visual condition surveys, visual inspections, pre surface dressing patching and SCRIM data. Programme is compiled on estimated costs. Any works unable to be completed in 2022/23 will be put onto 2023/24 programme in line with current prioritisation of schemes.

Scheme ID	Parish	Road Name	From	To	Budget
743	Barleythorpe	Manor Lane	Village	Cold Overton Rd	£130k
697	Caldecott	A6003 continued from last year	Caldecott village	Last years scheme	£220k
794	Uppingham	A47 / A6003 Roundabout	Whole roundabout	Whole roundabout	£95k

Micro Surfacing Programme- Budget £60,000 Any works unable to be completed in 2022/23 will be put onto 2023/24 programme in line with current prioritisation of schemes.

Scheme ID	Parish	Road Name	Location	
			From	To
2022MA01	Ryhall	Spinney Close	All	
2022MA02	Oakham	Harrington Way	Braunston Rd	End
2022MA03	Oakham	Noel Avenue	All	
2022MA04	Langham	The Range	All	
2022MA05	Whissendine	Hall Close	All	
2022MA06	Wing	Mill Close	All	
2022MA07	Barrowden	Dovecote Close	All	
2022MA08	Lyddington	Colley Rise	All	
2022MA09	Lyddington	Windmill Way	All	
2022MA10	North Luffenham	Oval Close	All	

Bridges Programme Budget £100,000- Identified by general and principal inspections carried out in 2020. If these schemes come in underspent, further schemes will be completed in order of scheme weighting in line with inspection findings on the forward programme of works.

Scheme ID	Parish	Road Name	Budget
860	Duddington	Mill Street	£70,000
269	Whissendine	Oakham Road	£10,000
265	Langham	Melton Road	£10,000
811	Barrowden/ Wakerley LB	Wakerley Road	£10,000

Drainage Programme of £70,000 (Overall budget of £149,000 including March cabinet paper first allocation of £50,000 approved and £29,000 carried over from 2021/22) - A proactive programme identified from flooding occurrences in both 2019/20 & 2020/21. Number of projects completed in 2022/23 will depend on scope of the projects following any outstanding investigation works. Any works not completed in 2022/23 will be carried forward into the following financial year. Priority will be given to those sites. Note: The programme below includes all sites from both the first and second allocations.

Scheme ID	Parish	Road Name	Location	
			From	To
2022D01	Manton	Cemetery Lane	The cemetery	End of the Lane
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 carriageway
2022D10	Uppingham	Station Road (full scheme)	South View junction	Fernie Court
2022D11	Uppingham	Leicester Road	Exeter Arms	TBC
2022D12	Teigh	Market Overton junction	Teigh Road	Adjacent verge
2022D13	Belmesthorpe	Shephards Walk	White Gables	Gwash House
2022D14	Whitwell	Main Road	Home Farm	TBC
2022D15	Langham	Oakham Road/Burley Road	Oakham Road/Burley Road junction	Harewood Close
2022D16	Hambleton	Lyndon Road	Hambleton House	Post Office Cottages
2022D17	Langham	Burley Road	A607	Harewood Close

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	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

COUNCIL

4 July 2022

REPORT ON USE OF SPECIAL URGENCY PROVISIONS

Report of the Cabinet

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr L Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy 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
	Angela Wakefield, Director of Legal and Governance	01572 758220 awakefield@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That in accordance with Procedure Rule 108 Council notes the use of Special Urgency provisions by the Cabinet in relation to a decision on the Council Tax Energy Rebate Scheme and Household Support Fund.

1 PURPOSE OF THE REPORT

1.1 To inform Council of the use of Special Urgency provisions by the Cabinet.

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Procedure Rule 107 sets out the process by which a decision may be taken by the Executive (Cabinet) when it has not been able to be advertised on the Forward Plan, and wasn't able to be included in the published agenda of the meeting.

2.2 Where these circumstances occur the item can only be considered where the decision taker has obtained the agreement of Chairman of the relevant Scrutiny Committee that the taking of the decision cannot be reasonably deferred.

2.3 Procedure Rule 108 then requires that the Leader submit a report to Council with

six months providing a summary of the matters in respect of which those decisions were taken.

3 COUNCIL TAX ENERGY REBATE SCHEME AND HOUSEHOLD SUPPORT FUND

3.1 It became clear following the publication of the agenda for Cabinet on 24 May that an urgent decision was required in respect of the Council's policy in relation to the discretionary element of the Council Tax energy rebate scheme and Household Support Fund, namely to provide Cabinet with an outline of the policies and delegate final approval of the discretionary element of the policies to the Strategic Director of Resources.

3.2 Full details of the decision matter can be found in the agenda and minutes of Cabinet from 24 May, in Report No. 103/2022.

3.3 The Chair of the Strategic Overview and Scrutiny Committee was consulted and agreed that the item couldn't be reasonably deferred due to the need to process payments for residents as quickly as possible, and agreed that the report could therefore be considered by Cabinet.

4 CONSULTATION

4.1 No consultation was required in the collation of this report although the Chair of the Strategic Overview Scrutiny Committee was consulted before publication of Report No. 103/2022.

5 ALTERNATIVE OPTIONS

5.1 No alternative options have been identified.

6 FINANCIAL IMPLICATIONS

6.1 There are no financial implications arising from this report.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 These are set out in the report.

8 DATA PROTECTION IMPLICATIONS

8.1 A Data Protection Impact Assessments (DPIA) has not been completed because no personal data has been processed in the compilation of the report.

9 EQUALITY IMPACT ASSESSMENT

9.1 An Equality Impact Assessment (EqIA) has not been completed because no service or policy changes are being proposed.

10 COMMUNITY SAFETY IMPLICATIONS

10.1 There are no identified community safety implications.

11 HEALTH AND WELLBEING IMPLICATIONS

11.1 There are no identified health or wellbeing implications.

12 ORGANISATIONAL IMPLICATIONS

12.1 There are no identified organisational implications.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

13.1 Council is recommended to note this report following the Executive's compliance with Procedure Rule 108.

14 BACKGROUND PAPERS

14.1 Rutland County Council Constitution

14.2 Agenda and minutes of Cabinet on 24 May 2022.

15 APPENDICES

15.1 There are no appendices to the report.

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COUNCIL

04/07/2022

FLAG POLICY AND MEMBER DEVELOPMENT STRATEGY

Report of the Constitution Commission

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr L Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy	
Contact Officer(s):	Angela Wakefield, Director of Legal and Governance (Monitoring Officer)	01572 758220 awakefield@rutland.gov.uk
	Tom Delaney, Governance Manager	01572 720993 tdelaney@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council agrees the following recommendations of the Constitution Commission :

1. To adopt the Rutland Flag Flying Policy at Appendix A
2. To adopt the Member Development Strategy set out at Appendix B
3. To add oversight and direction of Member Development to the Terms of Reference of the Constitution Commission.

1 PURPOSE OF THE REPORT

- 1.1 To present several recommendations of the Constitution Commission to Council for approval.

2 FLAG FLYING POLICY

- 2.1 Following the motion passed by Council on 11 April regarding the Ukrainian Flag it was requested that a formal policy be put in place to provide a framework within which future requests of this nature could be considered.
- 2.2 The policy at **Appendix A** sets out the current arrangements for flag flying in place at the Council and how requests may be made for additional flag flying days.
- 2.3 The policy was considered by the Constitution Commission on 25 May 2022 and

was recommended to Council for approval subject to minor amendments.

3 MEMBER DEVELOPMENT

- 3.1 The Council is a complex, democratically accountable organisation, which secures and provides a wide variety of public services for and on behalf of, the residents of Rutland.
- 3.2 Councillors have a critical part to play to help deliver the aims of the Council. They are also involved in a range of other initiatives to help achieve positive outcomes for residents.
- 3.3 The Council is also undergoing a number of changes in Member roles following the announcements of a new Cabinet and of a new structure for the Overview and Scrutiny function.
- 3.4 Learning and development are key to being an effective and high performing local authority. A planned approach to needs assessment and identification, within the context of a sound Member Development Strategy, will help ensure that Councillors are able to help the Council define and implement sound policies and drive service performance, whether as an executive or non-executive Member.
- 3.5 The Constitution Commission met on the 25 May to consider a draft Member Development Strategy. Their recommendations are set out in this Report.

4 A MEMBER DEVELOPMENT STRATEGY FOR RUTLAND COUNTY COUNCIL

- 4.1 An all-member survey was conducted during November 2021 to seek councillors' views on member development and has been used to inform the Strategy and Training Plan for 2022/23 set out at **Appendix B**.
- 4.2 The Local Government Association encourage, and support continued professional development for councillors. They have published a Member Development Charter that provides councils with a robust framework as a guide and benchmark to follow. The Charter sets out three essential criteria designed to help councils build their elected member capacity which have been used to shape this Strategy. These are:
 - 4.2.1 There is a clear commitment to councillor development and support
 - 4.2.2 The council has a strategic approach to councillor development
 - 4.2.3 Learning and development are effective in building councillor capacity.
- 4.3 The following strategic priorities for the period 2022-23 are proposed:
 - 4.3.1 Developing the capabilities of Councillors to ensure continuity and clarity of direction for the community and the organisation.
 - 4.3.2 Recognising the all-out elections in 2023
 - 4.3.3 Ensuring that Members understand the nature of the integrated arrangements with NHS Clinical Commissioning group for adult and health services across Rutland.
 - 4.3.4 Supports the successful delivery of the Rutland Corporate Strategy and the role

councillors will play in extending community voice and resident engagement

4.3.5 Implementing a training programme which:

- a) Is based on a set of core requirements applicable to all Members requirements tailored to Councillors undertaking specific roles and also addressing requirements identified by Councillors themselves.
- b) Is based on an agreed set of role descriptions for specific roles e.g., committee chair, cabinet member etc.
- c) Includes high quality induction arrangements for new councillors
- d) Recognises the demands created by operating in an environment which relies on remote communication, remote working and limited opportunities to meet face to face.
- e) Ensure equality of access to learning and development opportunities.
- f) Includes a regular process of monitoring and review in order to ensure the effectiveness of the investment made in learning and development.
- g) Is based on agreed priorities and budget allocation and ensures that best use is made of available resources.

5 DELIVERING THE STRATEGY

5.1 It is proposed that the Constitution Commission take on the lead role for delivering the Strategy and receive regular reports on progress. This additional role can be added to the Terms of Reference of the Commission if approved by Council.

5.2 A Training Plan for 2022/23 based on the priorities outlined in this Report is set out as an Annex to the Strategy.

6 CONSULTATION

6.1 Members and senior officers have been consulted by the Member Survey published 18 November 2021.

6.2 The proposed Flag Flying Policy and Member Development Strategy were presented to the Constitution Commission prior to Council.

7 ALTERNATIVE OPTIONS

7.1 None identified.

8 FINANCIAL IMPLICATIONS

8.1 There are no direct financial implications arising from adoption of the proposed documentation

8.2 The costs of flying flags are met within the relevant service budgets.

8.3 A small training budget is currently available to fund Member Development work. Additional funds will be required to deliver the Strategy and New Member

9 LEGAL AND GOVERNANCE CONSIDERATIONS

- 9.1 These are set out in the Report. It is within the remit of the Constitution to consider constitutional changes and recommend these to Council for determination.

10 DATA PROTECTION IMPLICATIONS

- 10.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons and no personal data has been processed in the drafting of the report.

11 EQUALITY IMPACT ASSESSMENT

- 11.1 An Equality Impact Assessment (EqIA) has not been completed because the proposed policy and strategy are not considered to have any material impacts on those with protected characteristics.

12 COMMUNITY SAFETY IMPLICATIONS

- 12.1 There are no community safety implications.

13 HEALTH AND WELLBEING IMPLICATIONS

- 13.1 There are no health or wellbeing implications.

14 ORGANISATIONAL IMPLICATIONS

- 14.1 There are no identified organisational implications.

15 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 15.1 The proposed policies have been considered by the Constitution Commission who were satisfied the polices meet their intentions are they are therefore recommended for approval.

16 BACKGROUND PAPERS

- 16.1 Rutland County Constitution
16.2 LGA Member Development Charter
16.3 Agenda and Minutes of the Constitution Commission from 25 May 2022

17 APPENDICES

- 17.1 Appendix A – Flag Flying Policy
17.2 Appendix B – Member Development Strategy

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

Flag Flying Policy

Version & Policy Number	Version 1.0
Guardian	Kate Haworth, Civic Officer Tel. 01572 722 577 x8203
Date Produced	9 May 2022
Next Review Date	

Approved by Constitution Commission	25 May 2022
Approved by Cabinet	Not required
Approved by Full Council	4 July 2022 (Scheduled)



Summary

This policy outlines the procedures and arrangements for the flying of flags at Rutland County Council, Catmose, Oakham, Rutland LE15 6HP.

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1.0 INTRODUCTION

- 1.1 The Council can receive requests to fly flags at, or illuminate, Catmose. This policy provides a clear protocol on existing and future flag flying to guide decisions.
- 1.2 The policy is implemented by the Governance Team under instruction from the Chief Executive or Director of Law and Governance in consultation with the Leader and Chairman of the Council.

2.0 BACKGROUND

- 2.1 The Council displays flags on the flagpoles outside of the Rutland County Council offices, Catmose, Oakham, Rutland LE15 6HP. The Council will also on occasion fly flags at Oakham Castle, Oakham, Rutland LE15 6DR and Oakham Library LE15 6HW. An arrangement is in place that Oakham Town Council may use the flagpole outside the Library.
- 2.2 As detailed in 3.0 below, the Union Flag will fly from the principal flagpole at Catmose at all times except during a visit by the Sovereign.
- 2.3 The secondary flagpole at Catmose is to the left of the principal flagpole when viewing Catmose from the front. (See figure 1). This flagpole will fly the County Flag throughout the year except on days detailed in 4.0 or when a request has been granted as detailed in 5.0
- 2.4 The purpose for flying flags at Catmose is to symbolise the county's support for important local, national and international days and events. Like all symbols, flags are highly emotive and can be open to interpretation therefore the Council needs to ensure careful consideration is given to flag flying days and requests for the illumination of Catmose to encourage community cohesion and acknowledge the feelings of the County's residents.
- 2.5 At the beginning of each calendar year, a list of flag flying days is produced based on the dates outlined in this policy, guidance from the Government on designated days for flying the Union Flag and advice from the National Association of Civic Officers (NACO) on special events taking place during the year, such as anniversary events. We also develop a list of additional flag flying days for commemorative and celebratory activities relevant in support of our civic programme and community support.

- 2.6 All flag flying commitments are subject to the weather, safe access to the flagpoles and the availability of suitably trained staff.
- 2.7 Flags should not be flown in a worn, damaged or soiled condition. Staff responsible for flying the flags, namely the Premises Officers, will report any damage or wear and tear to the Civic Office as soon as practicable. There is a small budget available for the upkeep of Civic Regalia which covers the basic maintenance of flags. Spend on new or additional flags must be approved by the appropriate budget manager.

3.0 UNION FLAG

- 3.1 Since 2008, councils have had the discretion to fly the Union Flag at all times if they wish. New guidance was issued by the [Department for Digital, Culture, Media and Sport in March 2021](#) that called for all UK Government buildings to fly the Union Flag every day. All local authorities and other local organisations were encouraged to follow this guidance. In addition, the UK Flag Protocol, produced by the Flag Institute¹, encourages all local authority buildings in England, Scotland and Wales to fly national flags every day of the year and this practice is being seen more frequently across the country.
- 3.2 The Union Flag will therefore be flown all year round at Rutland County Council Catmose in accordance with government guidance.
- 3.3 The only exception to the Union Flag being flown would be during a visit from the Sovereign, in which case the Royal Standard would be flown on the flagpole but only after consulting with the Lord Chamberlain's Department or the Sovereign's private secretary. No non-UK national flags will be flown on the other flagpoles.
- 3.4 The Union Flag should be flown at half-mast on the following occasions:
- On the announcement of the death of the Sovereign (refer to separate protocol for the arrangements for the Proclamation)
 - On the announcement of the death of a Principal member of the Royal Family
 - On the announcement of death of a prominent National or Local figure
 - On the day of the funeral of members of the Royal Family, subject to special commands from the Sovereign or the UK Government in each case.

¹ UK Flag Protocol "<https://www.flaginstitute.org/wp/uk-flags/british-flag-protocol/>"

- 3.5 In the event of a national or international incident, the advice of the UK Government will be followed in respect of how and when flags will be flown at Catmose.

4.0 OTHER FLAG FLYING DAYS

- 4.1 There are other dates during the year where additional flags will be flown to show support for certain causes or organisations. These flags will be flown on the flagpole to the left of the principal flagpole when viewing Catmose from the front. *(See figure 1)*
- 4.2 The additional flag flying dates currently include, but are not limited to:
- LGBT History Month - February
 - Commonwealth Day (second Monday in March) – Commonwealth Flag
 - Armed Forces Day (Monday to Saturday, normally the last week in June) – Armed Forces Day Flag
 - Merchant Navy Day (3rd September) – British Merchant Navy (red) Flag.
 - County Flag flown on Rutland Day – 13th September
 - The Rutland County Council Flag may be flown at the instruction of the Leader/Chief Executive
- 4.3 Additional flag flying days may be agreed by the Director of Legal and Governance in consultation with the Leader and Chairman of the Council.
- 4.4 On the occasion of the death of a serving Councillor, the County Flag should be flown at half-mast from the day of death to sunset on the day of the funeral.
- 4.5 The flagpole at Oakham Castle will usually fly the County flag except on designated days, i.e., AFD Flag Raising, Merchant Navy Day etc.

5.0 REQUESTS FOR ADDITIONAL FLAG FLYING DAYS AND ILLUMINATING CATMOSE

- 5.1 Consideration will be given to one-off additional requests by Members of the Council, Members of the public, or any other organisation for flag flying.
- 5.2 Council may also resolve by resolution to fly a flag at the secondary flagpole except on designated flag flying days set out in 4.0.
- 5.3 Requests to illuminate Catmose will be declined as they do not support the Council's Climate Change agenda and add additional resource strain in terms of budget, staff time and equipment
- 5.4 Requests by members of the public or non-Council bodies must be made at least 6 weeks before the event in writing to the Civic Officer, Rutland County Council, Catmose, Oakham, Rutland LE15 6HP.
- 5.5 These requests will be assessed by the Chief Executive or Director of Legal & Governance, in consultation with the Leader and Chairman of the Council and should reflect the vision and priorities of the Council, be sensitive to the views of communities and be made in the spirit of displaying allegiance, support or respect or to celebrate or mark a significant international, national or local occasion.

Figure 1: Examples of flag flying on additional flag flying days.

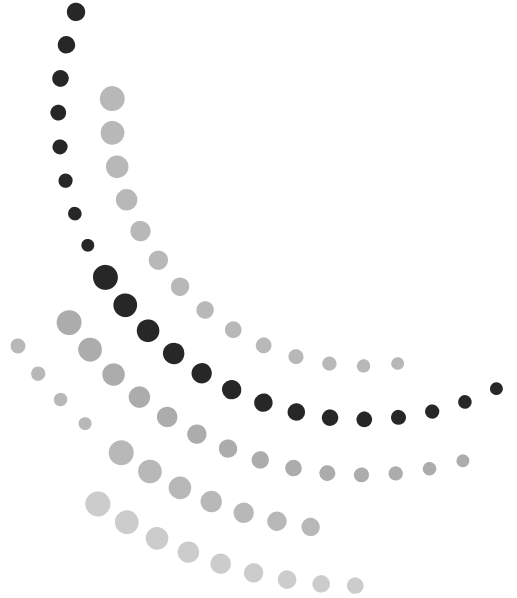


A large print version of this document is available on request



Rutland County Council
Catmose, Oakham, Rutland LE15 6HP

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Member Development Strategy 2022-2023

Version & Policy Number	Version 1.2
Guardian	Director of Legal and Governance Monitoring Officer)
Date Produced	April 2022
Next Review Date	April 2023

Approved by Constitution Commission	27 May 2022
Approved by Full Council	4 July 2022 (scheduled)

Summary

To outline the learning and development of elected Members to help ensure that they are equipped to support the Council in becoming an effective and high performing local authority.

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1.0 INTRODUCTION

- 1.1 The Council is a complex, democratically accountable organisation, which secures and provides a wide variety of public services for and on behalf of, the residents of Rutland.
- 1.2 Councillors have a critical part to play to help deliver the aims of the Council. They are also involved in a range of other initiatives to help achieve positive outcomes for residents.
- 1.3 Councillors are representatives, servants, champions and leaders of their local communities. They make decisions, champion change, challenge and scrutinise proposed actions, communicate Council plans and take up issues raised with them by constituents. The role is a demanding one. Strong and effective leadership is a key to effective, accountable, and responsive local government and the more successful the Council is, the higher the expectations of the local community.
- 1.4 There are 27 Members elected every four years and representing each of Rutland's 15 Wards. In June 2022, there were 7 Independent and Green councillors, 6 Conservative councillors, 5 Liberal Democrat councillors, 4 Together4Rutland councillors and 4 non-aligned councillors including 1 Labour councillor, and 1 vacancy.
- 1.5 The Council currently has a Cabinet of six and has one overview and scrutiny committee, plus several regulatory and other committees. This structure provides a large range of opportunities for leadership and other roles. Many of these roles are demanding and require specific skills. Finding opportunities for less experienced Councillors to develop the skills that will equip them for a future leadership role is an integral part of the Strategy.
- 1.6 Learning and development are key to being an effective and high performing local authority. A planned approach to needs assessment and identification, within the context of a sound Member Development Strategy, will help ensure that Councillors are equipped to help the Council define and implement sound policies and drive service performance, whether as an executive or non-executive Member.
- 1.7 The Constitution Commission has been appointed to promote learning and development for all councillors alongside its work on keeping the Constitution up to date. It currently comprises all the Political Group Leaders and is chaired by the Leader of the Council. The Commission meets a minimum of 4 times a year.

- 1.8 An all-member survey was carried out during November 2021 to seek councillors' views on member development and has been used to inform the Strategy and Training Plan for 2022/3 set out at Annexe 1.
- 1.9 The Local Government Association encourage, and support continued professional development for councillors. They have published a Member Development Charter that provides councils with a robust framework as a guide and benchmark to follow.
- 1.10 The Charter sets out three essential criteria designed to help councils build their elected member capacity which have been used to shape this Strategy. These are:
- There is a clear commitment to councillor development and support
 - The council has a strategic approach to councillor development
 - Learning and development are effective in building councillor capacity.

2.0 THE STRATEGY

- 2.1 Developing, implementing, and sustaining a strategic approach to Member Development in order to ensure that all Councillors are always adequately equipped to carry out all their various roles as effectively as possible is the overarching purpose of the Strategy.
- 2.2 To do this, there are several identified several strategic priorities for the period 2022-23, including:
- Developing the capabilities of Councillors to ensure continuity and clarity of direction for the community and the organisation.
 - Proving an understanding of the various external factors impacting the work of the Council and its services.
 - Recognising the all-out elections in 2023
 - Ensuring that Members understand the nature of the integrated arrangements with NHS Clinical Commissioning group for adult and health services across Rutland.
 - Supports the successful delivery of the Rutland Corporate Strategy and the role councillors will play in extending community voice and resident engagement
 - Implementing a training programme which:
 - (i) is based on a set of core requirements applicable to all Members requirements tailored to Councillors undertaking

- specific roles and also addressing requirements identified by Councillors themselves
- (ii) is based on an agreed set of role descriptions for specific roles e.g. committee chair, cabinet member etc.
 - (iii) includes high quality induction arrangements for new councillors
 - (iv) recognises the demands created by operating in an environment which now relies on some remote communication, remote working and fewer opportunities to meet face to face
 - (v) ensure equality of access to learning and development opportunities.
 - (vi) includes a regular process of monitoring and review in order to ensure the effectiveness of the investment made in learning and development.
 - (vii) is based on agreed priorities and budget allocation and ensures that best use is made of available resources.

3.0 IMPLEMENTATION

- 3.1 To ensure the implementation of this Strategy, the Director of Legal and Governance will discuss progress regularly with the Constitution Commission to ensure that training and development is appropriate, relevant and addresses both individual and Council needs and priorities.
- 3.2 A budget is allocated for learning and development for Councillors. The Director will agree annually any overriding priorities for the coming year with the Constitution Commission and will determine the budget required to meet those priorities.
- 3.3 Delivering the strategy and annual Training Plan will be overseen by the Director of Legal and Governance, who will report at least annually to the Constitution Commission. The results of an annual Members' Survey will feed into the strategy, which will be reviewed and updated as necessary.
- 3.4 The effectiveness of the Strategy is dependent on a commitment from all Councillors to allocate time each year to reviewing their learning and development needs and to take an active part in the events that have been organised on their behalf.
- 3.5 Wherever possible, learning should be shared with colleagues.

3.6 The Council recognises that, whilst many Members will already have served one or more terms and be knowledgeable and experienced, all Members have ongoing development needs. For example:

- As new Members gaining core skills or familiarising themselves with specific service areas.
- As a Member promoted or soon to be promoted to a position of responsibility requiring additional skills or knowledge.
- As a more experienced Member looking to refresh knowledge, skills or ways of working.
- All Members, requiring a briefing on key issues, such as council finances, or significant changes to the standards regime, the Constitution or other key procedures.
- All Members, to help them keep abreast of local and national drivers for change, especially in local policies and service delivery.

4.0 EQUALITY OF OPPORTUNITY

4.1 Councillors have many competing demands on their time; many have full-time day jobs or family commitments that may make it difficult to find time for their own development. The Council is committed to looking for creative ways of enabling councillors to take part in development activities at times that are convenient to them.

4.2 Council Officers will also work with non-grouped Members to ensure they have the opportunity to participate in training opportunities.

5.0 ANNUAL TRAINING PLAN

6.1 Rutland County Council elections take place every 4 years. The Training Plan is therefore normally planned on a four yearly basis and will include a Member Induction Programme and refresher session on important aspects of governance and finance. This first Plan will cover the remainder of 2022/3 and will be refreshed for the all-out elections in 2023

6.0 NEW MEMBER INDUCTION

6.1 The Council will provide an extensive Induction Programme each election and for Members elected at by-elections, made up of training sessions, written guidance and scheduled ward walks with one of the Council's most senior officers, whereby Councillors can show officers key ward issues. Induction will start immediately following the elections each year for newly elected or re-elected Members and will continue by

way of additional briefings and training relevant to their particular role, including those available from third parties such as the Local Government Association, East Midlands Councils, and national political parties.

- 6.2 The Induction materials used each time will be revised and republished every four years with effect from 2023 and constitute the written guidance which will be made available to all Members of the Council.
- 6.3 The Induction material will provide Members with a sound foundation of knowledge on the Council's powers and duties; the delivery of its services; the Members' Code of Conduct; local government finance, the inspection regime and other requirements/constraints; the Council's organisational structure and principal service areas; and who to go to for ongoing support and advice.

7.0 ONGOING TRAINING

- 7.1 The Council will provide ongoing core skills training for Members on the basis both of needs identified by Members themselves and new opportunities identified by officers. These skills cover, for example, chairing meetings, questioning skills, media awareness, public speaking and presentation skills, dealing with casework/paperwork, IT skills and other, more 'political', skills (some of which may be more appropriately addressed within groups).
- 7.2 A significant part of a Councillor's time is spent serving constituents and dealing with matters raised by them. Whilst some matters can simply be referred to officers, others require the Councillor to act as advocate for the constituent and to monitor or chase-up any delay in resolution of an issue. This involves significant organisational, mediation and negotiation skills and an ability to distinguish the priority casework items. The Council recognises that dealing efficiently and effectively with casework does not come naturally to all and any skills deficit must be addressed, whether through training, mentoring, shadowing or some other means. The Council will ensure that all Members receive training on casework management.
- 7.3 Group leaders will be encouraged and supported to undertake a mentoring role for newer members and where appropriate will have a buddying system in place to support newly elected councillors or those who are appointed to a new position within the Council. In addition the Council seeks to make use of a range of external programmes such as the LGA Leadership Programme and the fast-track programme for young councillors to help members develop their skills and knowledge.

8.0 STATUTORY AND PROCEDURAL REQUIREMENTS

- 8.1 The Council recognises that all Councillors must be conversant with the Council's Constitutional and procedural requirements, with ethical governance (the Members' Code of Conduct and standards regime), Data Protection and Freedom of Information.
- 8.2 The Council will seek the support of Group Leaders to organise, as appropriate, events which periodically refresh Members' knowledge and understanding of these areas and at which, in some cases, attendance may be mandatory. There will also be mandatory training for Members of the Council's Planning and Licensing Committee.
- 8.3 In addition, Members will be offered regular briefings and/or training on the local government finance regime, budgets and financial planning, value for money and use of resources and audit and risk management, and on forthcoming government papers and legislative changes.

9.0 EXTERNAL TRAINING OPPORTUNITIES

- 9.1 The Council will pay all reasonable travel and accommodation costs, in line with the provisions of the Members' Allowances Scheme, for learning and development events such as conferences and seminars organised externally. Any member who wishes to attend a conference or external event has to complete an internal booking form which outlines why they want to attend, what they will gain and the costs. This must be approved, in advance, by the relevant Strategic Director, Director of Legal and Governance and their Group Leader.

10.0 ALTERNATIVE LEARNING METHODS

- 10.1 The Council recognises that Members have many calls upon their time and it is not always easy for them to attend formal learning and development events. Different people learn in different ways and may not always respond to conventional delivery styles. In order to address these issues, the Council will seek to provide development opportunities through a variety of methods. Where practical and within budgetary constraints, the intended range will include presentations, workshops, individual coaching, mentoring, e-learning, on-line resources and self-directed learning.

11.0 EVALUATION

- 11.1 In order to monitor the effectiveness and value for money of any training, Members will be invited to complete a training evaluation form in respect of each education, training and development event attended. Feedback will also be sought annually via the Members' survey.

12.0 BUDGET

- 12.1 The Council will seek to ensure, as far as possible, that adequate budgetary provision is available to enable all Members to address development needs.

13.0 PUBLICITY AND COMMUNICATION

- 13.1 Member development opportunities will be advertised widely and as far in advance as possible.

14.0 CONTACTS AND ASSISTANCE

- 14.1 The delivery of Member training and development is administered by the Council's Governance Team. Who can be reached at governance@rutland.gov.uk

A large print version of this document is available on request



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COUNCIL

4 July 2022

POLITICAL PROPORTIONALITY AND ALLOCATION OF SEATS TO POLITICAL GROUPS

Report of the Monitoring Officer

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr L Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy	
Contact Officer(s):	Angela Wakefield, Director of Legal and Governance (Monitoring Officer)	01572 758220 awakefield@rutland.gov.uk
	Tom Delaney, Governance Manager	01572 720993 tdelaney@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council:

- 1) Adopts a revised political balance calculation for the Council at Table A.
- 2) Approves the allocation of seats on Committees to Political Groups, as determined by the political balance, as set out in Appendix A (To Follow).
- 3) Notes the political group's subsequent nominations for the Committees in Appendix A based on the seats allocated.
- 4) Approves the appointment of non-aligned Members to Committees as set out in Appendix A.

1 PURPOSE OF THE REPORT

- 1.1 To request that Council approve the political balance calculation for the Council following several events to change the political makeup of the Council, agrees the number of voting places, and allocates seats to political groups on relevant committees appointed by Council.

2 BACKGROUND

- 2.1 The Council is required by Section 15 of the Local Government and Housing Act

1989 to review the representation of Groups on Committees at its Annual Meeting each year and as soon as practicable after an event, which alters the political balance between the Groups and to determine the allocation of seats to be filled by appointments by the Council.

2.2 The Council reviewed the political balance and allocation of seats at the Annual Meeting on 9 May 2022 and established the following Committees to which political proportionality applies, with 49 seats available in total:

2.3 On 17 May 2022, it was confirmed that only one candidate had been nominated for the vacancy in the Oakham South Ward. Therefore, Councillor Raymond Payne (Liberal Democrat) was declared as the newest Member of the Council with effect from that date.

3 POLITICAL BALANCE AND ALLOCATION OF SEATS TO POLITICAL GROUPS

3.1 Following the changes set out in Section 2.3, the Political Balance Calculation is set out in **Table A** below:

Group	Number of Councillors	As a % of 27	Number of Seats	Rounded number of seats (With change from May 2022)
Independents and Green Group	7	26%	12.70	13
Conservatives	6	22%	10.89	11
Liberal Democrats	6	22%	10.89	11 (+2)
Together 4 Rutland	4	15%	7.26	7 (-1)
Non-aligned	4	15%	7.26	7 (-1)
Totals	27	100	49.00	49

3.2 The subsequent allocation of seats to political groups is set out in **Appendix A** (To follow). As are the nominations of political groups for noting, and nominations of non-aligned Members for approval.

4 CONSULTATION

4.1 Group Leaders and non-aligned Members were liaised with regarding the allocation of seats and their subsequent nominations.

5 ALTERNATIVE OPTIONS

- 5.1 In line with the relevant legislation, the Council must review the Political Balance and allocation of seats at its Annual Council or as soon as practicable after events to change the political balance have occurred.
- 5.2 The Council could choose to adopt a Political Balance calculation not to include non-aligned Members as set out in **Table B** below but this is not recommended as the principle of appointing non-aligned Members to Committees has been approved by Council at every opportunity since May 2021.

Group	Number of Councillors	As a % of 23	Number of Seats	Rounded Number of seats
Independents and Green	7	30	14.91	15
Conservative	6	26	12.78	13
Liberal Democrat	6	26	12.78	13
Together4Rutland	4	17	8.52	8
Totals	23	100	49.00	49

6 FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications arising from the report.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Council is required to review the representation of Political Groups at its Annual Meeting each year and as soon as practicable after an event, which alters the political balance between the Groups and to determine the allocation of seats to be filled by appointments by the Council. This is in accordance with Sections 15 to 17 of the Local Government and Housing Act 1989 and Section 8 of the Local Government (Committees and Political Groups) Regulations 1990.
- 7.2 The allocation of seats is required to conform to the principles of proportionality contained in sections 15 and 16 of the Local Government and Housing Act 1989. There is a duty to give effect to the following principles, as far as reasonably practicable, in the order shown:
- 7.2.1 Not all the seats on the body are allocated to the same political group
- 7.2.2 A majority of the seats on a body are allocated to a group if it comprises a majority of the total membership of the authority.
- 7.2.3 Subject to 7.2.1 and 7.2.2 above, that the number of seats on ordinary committees allocated to each group bears the same proportion to the total of all seats on ordinary committees as is borne by the number of members of that group to the total membership of the authority.

7.2.4 Subject to 7.2.1 to 7.2.3 above, that the number of seats on a body allocated to each group bears the same proportion to the number of seats on that body as is borne by the number of members of that group to the total membership of the authority.

7.2.5 For political balance, a group is required to have at least two members in order to be formally constituted as a political group.

7.3 Legislation and Procedure Rule 17 require the allocation of seats strictly in accordance with political group membership at the time. This means that nonaligned members do not automatically qualify. However, provided no member of the Council votes against any proposed arrangement that departs from strict proportionality, seats can be allocated to non-aligned members as recommended in the Report.

8 DATA PROTECTION IMPLICATIONS

8.1 A Data Protection Impact Assessments (DPIA) has not been completed as no personal data has been processed in the preparation of the report.

9 EQUALITY IMPACT ASSESSMENT

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

10 COMMUNITY SAFETY IMPLICATIONS

10.1 There are no identified implications arising from the report.

11 HEALTH AND WELLBEING IMPLICATIONS

11.1 There are no identified health or wellbeing implications arising from the report.

12 ORGANISATIONAL IMPLICATIONS

12.1 There are no identified organisational implications arising from the report.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

13.1 The report sets out a number of changes that have affected the political composition of the Council and a new Political Balance calculation to reflect this, and the subsequent nominations of Political Groups to match this calculation.

13.2 The Council is recommended to agree the Political Balance and allocation of Committee seats to Political Groups as set out in Appendix A in order to satisfy legislative requirements and ensure that Committee seats are not left vacant.

14 BACKGROUND PAPERS

14.1 Report No. 90/2022 - Political Balance and Allocation of Seats to Political Groups. Considered by Council on 9 May 2022.

14.2 Rutland County Council Constitution.

15 APPENDICES

15.1 Appendix A – Committee Allocations to Political Groups and Membership (To Follow)

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