



Rutland County Council

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

Minutes of the **MEETING of the RUTLAND HEALTH AND WELLBEING BOARD** held in the Council Chamber, Catmose, Oakham LE15 6HP on Tuesday, 12th July, 2022 at 2.00 pm

PRESENT

1.	Councillor Sam Harvey (Chair)	Portfolio Holder for Health, Wellbeing and Adult Care
2.	David Wilby (Councillor)	Portfolio Holder for Education and Children's Services
3.	Dawn Godfrey	Strategic Director of Children and Families (DCS), RCC
4.	Debra Mitchell	Deputy Director Integration & Transformation, ICS
5.	Ian Crowe	Armed Forces Representative
6.	Janet Underwood (Dr)	Chair, Healthwatch Rutland
7.	John Morley	Strategic Director for Adults and Health (DASS), RCC
8.	Mike Sandys	Director of Public Health for Leicestershire & Rutland, LCC
9.	Sarah Prema (rep. Andy Williams)	Executive Director of Strategy and Planning, ICS

APOLOGIES:

10.	Andy Williams	Joint Chief Executive, ICS
11.	James Burden (Dr)	Clinical Director, Rutland Health Primary Care Network
12.	Lindsey Booth (Insp)	NPA Commander Melton & Rutland, Leicestershire Police
13.	Louise Platt	Executive Director of Care and Business Partnerships, Longhurst Group
14.	Mark Powell	Deputy Chief Executive, Leicestershire Partnership NHS Trust
15.	Mel Thwaites	Associate Director: Children and Families, ICS

ABSENT:

16.	Duncan Furey	Chief Executive Officer, Citizens Advice Rutland
17.	Fiona Myers	Interim Director of Mental Health Services, Leicestershire Partnership NHS Trust
18.	Steve Corton	Ageing Well Team Support, NHS England - Midlands

OFFICERS PRESENT:

19.	Jane Narey	Scrutiny Officer, RCC
-----	------------	-----------------------

20.	Sandra Taylor	Health and Wellbeing Integration Lead, RCC
21.	Vivienne Robbins	Consultant in Public Health, RCC
22.	Andy Brown	Business Intelligence Team Leader
23.	Hannah Blackledge	Public Health Intelligence Lead
24.	Angela Culleton	Interim Head of Safe and Active Public Realm, RCC

IN ATTENDANCE:

25.	Councillor P Browne	County Councillor
-----	---------------------	-------------------

1 WELCOME AND APOLOGIES RECEIVED

The Chair welcomed everyone to the meeting. Apologies were noted from Lindsey Booth (Inspector), Mark Powell, James Burden (Dr), Andy Williams, Louise Platt, Melanie Thwaites

2 CHAIR'S STATEMENT

The Chair read out her written statement and confirmed that a copy would be attached to the minutes.

3 ELECTION OF A VICE CHAIR

- The Chair nominated Dr James Burden in his absence for the role of Vice Chair.
- There were no other nominations.

RESOLVED

That the Board:

- APPROVED** Dr James Burden as the Vice Chair for the Rutland Health and Wellbeing Board for the municipal year 2022/2023 on the provision that he accepted the nomination.

4 RECORD OF MEETING

The minutes of the Rutland Health and Wellbeing Board meeting held on the 5th April 2022 were approved as an accurate record.

5 ACTIONS ARISING

Action 1

The Chair requested that by the next Health and Wellbeing Board meeting in July 2022, the Place Led Delivery Plan was updated for the first year and that the sub-groups had identified their work-streams, named their work-streams and taken ownership of their work-streams.

The Chair confirmed that this action would be picked up the relevant agenda item.

6 DECLARATIONS OF INTEREST

There were no declarations of interest.

7 PETITIONS, DEPUTATIONS AND QUESTIONS

The Clerk confirmed that a deputation had been received from Mrs Jennifer Fenelon on behalf of the Rutland Health & Social Care Policy Consortium. The deputation had been approved by the Chief Executive and the Monitoring Officer and had been added to the website and circulated to committee members in advance of the meeting.

---oOo---

Mrs Fenelon joined the meeting at 2.18 p.m.

---oOo---

- Mrs Fenelon addressed the Board with the details of her deputation.
- To move from a broad strategy to a defined implementation plan, a process needed to be identified so that the correct conclusions could be identified.
- A dedicated resource e.g. officer time to focus on co-production and understanding the gaps within the proposal would be beneficial.
- The Chair re-iterated that the Board continued to work in close collaboration with stakeholders such as Rutland Healthwatch as part of the Integrated Delivery Board to ensure that the voice of residents was heard in such matters as community healthcare and integrated services.

---oOo---

Mrs Fenelon left the meeting at 2.28 p.m.

---oOo---

8 QUESTIONS WITH NOTICE FROM MEMBERS

There were no questions from members.

9 NOTICES OF MOTION FROM MEMBERS

There were no notices of motion from members.

10 LEICESTER, LEICESTERSHIRE & RUTLAND (LLR) INTEGRATED CARE SYSTEM: UPDATE

A presentation was received from Andy Williams, Chief Executive, Integrated Care System (ICS) and was presented by Sarah Prema, Executive Director of Strategy and Planning, ICS. During the discussion, the following points were noted:

- The Clinical Care Group ceased to exist on the 30th June 2022.
- The Integrated Care Board (ICB) came in to effect on the 1st July 2022.
- As from the 1st April 2023, the ICB will take on the delegated authority for direct commissioning (pharmacy, optometry and dental services) and for other specialised commissioning services.
- The Health and Wellbeing Partnership (HWP) held their first workshop, which was well received.
- Terms of Reference would need to be approved at the inaugural meeting of the HWP before a discussion could be held regarding extending the membership to include representatives from Children's Services as well as Adult Services.
- Extended workshops could be held in addition to the formal meetings of the HWP.

- The Board thanked Sarah and her colleagues for all their hard work in the creation of the new service and it was noted that the Chair would notify Board members of the date for the first meeting of the HWP.

ACTION: Councillor S Harvey

11 JOINT HEALTH AND WELLBEING STRATEGY: PLACE LED DELIVERY PLAN

Report No. 131/2022 was presented by Sandra Taylor, Health and Wellbeing Integration Lead, RCC. During the discussion, the following points were noted:

- The Social Prescribing Platform and the Shared Care Record had been created to improve collaboration.
- The Primary Care Network (PCN) was recruiting additional pharmacists, who could diagnose and prescribe so increasing the support to the service.
- The JHWS Update Reports shown in Appendix A were reviewed to ensure that they gave the Board sufficient information and that outcomes fed into the delivery plan.
- It was noted that a dual RAG rating system was needed. The first would be to measure the current progress of the item. The second would be to measure where the item was against the delivery plan indicators.
- A simpler more public facing document was requested as the current format was felt to be complicated and incredibly detailed when just the headlines were needed.
- It was proposed that an update should be given at the next meeting on the changing landscape of primary care, the diagnostic provision and the care services close to home.
- The amendments to the update reports would be discussed at the next meeting of the Integrated Delivery Group and the agreed way forward reported back to the Chair and the Strategic Director of Children and Families.

ACTION: Sandra Taylor and Debra Mitchell

---oOo---

**The Chair paused the meeting at 3.20 p.m.
The Chair re-started the meeting at 3.25 p.m.**

---oOo---

- The Draft Health and Wellbeing Communications and Engagement Plan shown in Appendix D was discussed.
- A working group that included Healthwatch Rutland had been created to produce a collaborative communication and engagement plan.
- A period of engagement, with members of the public, stakeholders and the workforce, was required to enrich the plan as the public needed to be at the forefront of all communication.
- Resources were limited but dedicated resources could be allocated to maximise the potential of the communications and engagement plan.

---oOo---

Sandra Taylor left the meeting at 3.41 p.m.

---oOo---

- A weekly newsletter was proposed that would update the public on what had been achieved and what was being done.

- All communication needed to be co-ordinated and sent via a one-stop-shop for all information regarding the JHWS.

---oOo---

Sandra Taylor re- joined the meeting at 3.44 p.m.

---oOo---

RESOLVED

That the Board:

- a) **NOTED** the further development of the JHWS Delivery Plan coinciding with the July transition to the Integrated Care System, and the summary of progress to date.
- b) **ENDORSED** the direction of travel of the associated Communications and Engagement plan and **APPROVED**:
 - public engagement to enhance and refine that plan; and
 - as the plan was not cost neutral, the development of an options appraisal addressing what could be achieved under the plan with different levels of resourcing.

12 BETTER CARE FUND

Report No. 130/2022 was presented by Sandra Taylor, Health and Wellbeing Integration Lead, RCC. During the discussion, the following points were noted:

- The policy and planning guidance for this year's Better Care Fund (BCF) was expected imminently.
- Only minor amendments were being made to the current plan.
- A BCF two-year program was being proposed for 2023-2025 with planning guidance expected this financial year.
- Funding has been raised by a small inflationary increase but costs continued to rise.

RESOLVED

That the Board:

- a) **NOTED** the Rutland 2021-22 Better Care Fund end of year return, whose submission to the BCF national team on 27 May was signed off by the HWB Chair.
- b) **NOTED** the update on the 2022-23 programming period.
- c) **AGREED** to delegate the decision regarding the BCF planning for 2023-2025 to the Chair of the Health and Wellbeing Board and the Strategic Director of Adult Services.

13 UPDATE FROM THE SUB-GROUPS:

- a) CHILDREN AND YOUNG PEOPLE PARTNERSHIP

An update was received from Councillor D Wilby and the Strategic Director of Children and Families. During the discussion, the following points were noted:

- Virtual meetings of the partnership had helped with the attendance at meetings.

- The recommissioning of the 0-19 Healthy Child Programme had been successful and recruitment to the new posts was ongoing.
- Grant funding for the Reducing Parental Conflict Programme had been received for a further 2 years.
- A Programme Manager was now in place to support the Family Hub and would be funded for 1-year. No funding was available for the delivery of the Family Hub but an update would be given at the next meeting.
- Increased secondary mainstream plus provision for children with SEND would begin at Uppingham Community College in September 2022.

b) INTEGRATED DELIVERY GROUP

An update was received from Debra Mitchell, Deputy Director Integration & Transformation, ICS. During the discussion, the following points were noted:

- The Group had improved the way partners worked together and this integration work would continue.
- The Strategic Health Development Group had been established regarding the health work as part of the JHWS.
- It was proposed that the JHWS update reports (as detailed in Appendix A of Report No. 131/2022) would be included as part of the updates from the Children and Young People Partnership and the Integrated Delivery Group at future HWB meetings and not be listed as a separate agenda item.
- Quarterly performance data from the ICS was presented to the Strategic Overview and Scrutiny Committee and it was proposed that an annual performance data report should also be presented to the Health and Wellbeing Board to identify future actions.

---oOo---

Councillor P Browne left the meeting at 4.19 p.m.

---oOo---

14 JOINT STRATEGIC NEEDS ASSESSMENT: SCOPE AND PLAN

Report No. 132/2022 was presented by Andy Brown, Business Intelligence Team Leader and Hannah Blackledge Public Health Intelligence Lead. During the discussion, the following points were noted:

- The Joint Strategic Needs Assessment (JSNA) underpins local planning for health services and was last published in 2018.
- It was proposed to develop dashboards for the key information for Rutland on a regularly refreshed basis, with more in-depth reports and summaries of key topic areas for the Board, as required.
- Preparing for Population Growth: census data would need to include proposed housing figures. Population growth in Rutland would be a key issue.
- Equitable Access to Services: would need to ensure that work was not duplicated across the partnership.
- It was noted that Rutland does have areas of deprivation even though they would not register as such against the standard deprivation measurements.
- Proposed that the JSNA would become a rolling 3-year programme rather than a final document that was out of date as soon as it was published.

- A deep-dive exercise was suggested on the impact of Covid on very young children. Reports were being received from education sector about the effect on very young children's social interaction skills and development. Higher numbers of children in Rutland were being diagnosed with autism and social, emotional and mental health needs.
- Neonatal and still birth figures and oral health figures were also suggested for deep-dive exercises.
- A timeframe for the JSNA was requested for October and that an annual workshop should be arranged (date to be confirmed) to monitor the progress of the Place Led Plan and to ensure that the JSNA linked to the JHWS, as previously discussed at the Board meeting on the 22nd February 2022.

---oOo---

Hannah Blackledge joined the meeting at 4.25 p.m.

---oOo---

RESOLVED

That the Board:

- a) **NOTED** and commented on the suggested approach to the JSNA development.
- b) **SUGGESTED** priority areas for the JSNA.
- c) **NOTED** the latest Census 2021 timescale update and that data releases would be useful for elements of the chapters.
- d) **NOTED** the supporting analytical work which had been progressed on the Pharmaceutical Needs Assessment, Health Inequalities and End of Life.

---oOo---

Viv Robbins left the meeting at 4.37 p.m.

---oOo---

15 RUTLAND PHARMACEUTICAL NEEDS ASSESSMENT

Report No. 135/2022 was presented by Andy Brown, Business Intelligence Team Leader. During the discussion, the following points were noted:

- The Rutland Pharmaceutical Needs Assessment was out for consultation until the 21st August 2022:
 - [LEICESTERSHIRE COUNTY & RUTLAND NHS PRIMARY CARE TRUST \(lsc-trust.org\)](http://lsc-trust.org)
 - [PNA Consultation 2022 \(leics.gov.uk\)](http://leics.gov.uk)
- The final document would be produced after the consultation and would be presented to the Board at the next meeting on the 11th October 2022.
- There was a national shortage of pharmacists.
- A programme was in progress to train pharmacists to diagnose and prescribe.
- Pharmacies had successfully extended their offer over recent years and were meeting the needs of the Rutland population.
- All feedback and comments were welcome.
- All members of the Board were requested to complete the consultation.

ACTION: All

RESOLVED

That the Board:

- a) **NOTED** the work undertaken to produce the draft Pharmaceutical Needs Assessment (PNA) 2022, which had been developed in line with the findings of the public and pharmacy surveys.
- b) **COMMENTED** on the draft PNA which was out for consultation, to inform the final document.
- c) **NOTED** that a further draft would be circulated to the Board prior to 1 October 2022 detailing the outcome of the consultation and seeking approval of the final PNA.

---oOo---

Andy Brown and Hannah Blackledge left the meeting at 4.49 p.m.

---oOo---

16 RUTLAND MEMORIAL HOSPITAL

a) HEALTH PLAN UPDATE

A presentation was received from Sarah Prema, Executive Director of Strategy and Planning, ICS. During the discussion, the following points were noted:

- Work was well underway for the next steps for local healthcare in Rutland.

---oOo---

Angie Culleton joined the meeting at 4.51 p.m.

---oOo---

- It was noted that a report on primary care access, diagnostics and outpatients and elective care services was requested to be presented at the next meeting.

AGENDA

- A strategic assessment of Rutland Memorial Hospital would be undertaken but it would continue to be part of the healthcare plan.

b) THE LEVELLING UP FUND

Report No. 127/2022 was presented by Angie Culleton, Interim Head of Safe and Active Public Realm. During the discussion, the following points were noted:

- The report outlined the proposed joint bid for funding with Melton Borough Council.
- The joint funding bid was for £15 million and this was approved by Cabinet on the 14th June 2022.
- It was proposed that part of the funding would create a Health Innovation Centre. This would be a DigiTech/MediTech and clinical innovation centre operating as a managed workspace facility (c£6 million).
- Development options of the DigiTech Centre were being scoped at The Kings Centre and at Rutland Memorial Hospital (RMH).
- Deadline for the submission bid was the 6th July 2022.

RESOLVED

That the Board:

- a) **NOTED** the submission of a joint application by Rutland County Council and Melton Borough Council for Round 2 of Levelling Up Funding, in line with the Councils Constitution Financial Procedure Rules.
- b) **NOTED** that the joint application was submitted on the basis that a detailed discussion regarding funding including any ongoing financial implications would be required should the Council be successful in securing the bid. Any discussions would result in a Full Council decision to accept or reject funding offered.

17 REDUCING HEALTH INEQUALITIES - CORE20PLUS5

Report No. 133/2022 was presented by Sarah Prema, Executive Director of Strategy and Planning, ICS. During the discussion, the following points were noted:

- Funding would be available for the plus population to support the reduction of health inequalities.
- The Board would need to agree which Rutland population cohort, who experienced health inequalities, would require the initial focus to be on.

RESOLVED

That the Board:

- a) **NOTED** the report.
- b) **DELEGATED** the further work to agree an initial focus on a Rutland population cohort(s) who already experience health inequities – a plus cohort of the Core20Plus5 approach - to the Chair of the Health and Wellbeing Board, the Director of Public Health and the Clinical Director for Rutland Primary Care Network.

18 REVIEW OF FORWARD PLAN AND ANNUAL WORK PLAN

The work plan was discussed and updated accordingly.

19 ANY URGENT BUSINESS

The Chair informed attendees that this would be Sandra Taylor's last meeting as she would be going on secondment to the ICS. Members thanked Sandra for all her hard work and support and wished her well in her new seconded role.

20 DATE OF NEXT MEETING

Tuesday, 11th October 2022 at 2.00 p.m.

SUMMARY OF ACTIONS

No.	Ref.	Action	Person
1.	10	The Chair to notify Board members of the date for the first meeting of the Health and Wellbeing Partnership.	Councillor S Harvey

2.	11	The amendments to the update reports would be discussed at the next meeting of the Integrated Delivery Group and the agreed way forward reported back to the Chair and the Strategic Director of Children and Families.	Sandra Taylor & Debra Mitchell
3.	15	<p>All members of the Board were requested to complete the consultation on the proposed Rutland Pharmaceutical Needs Assessment.</p> <ul style="list-style-type: none"> • LEICESTERSHIRE COUNTY & RUTLAND NHS PRIMARY CARE TRUST (Isr-online.org) • PNA Consultation 2022 (leics.gov.uk) 	ALL
4.	16a	A report on primary care access, diagnostics and outpatients and elective care services was requested to be presented at the next meeting.	Sarah Prema AGENDA

---oOo---

Chairman closed the meeting at 5.04 pm.

---oOo---

Rutland Health and Wellbeing Board: 12 July 2022

Chair's Statement

The pace of change in the world around us is considerable and it is clear we will all need to be agile and resilient over the coming months.

We are meeting today just 12 days after the **launch of [LLR's Integrated Care Board](#)** headed up by Andy Williams. This is the successor body to the CCGs, and we wish them every success in their lead role to ensure the availability and quality of health services for 1m+ people across LLR, working with partners including all of us around this table. The Integrated Care Partnership, here called the **LLR Health and Wellbeing Partnership**, is a new system-level governance group that will help to inform/steer/assure/coordinate developments and support ongoing coherence and synergies between system and place. Some of you joined the **development session** held at Leicestershire County Council on 30 June where stakeholders from the ICB and three LLR Health and Wellbeing Boards reviewed our shared priorities and how we can work together most effectively. Local people will be pleased to hear that **access to services** was a prominent shared priority to come out of that discussion.

You will be aware that there have also been some changes at the Council since our last meeting. The **Council's new leader, Lucy Stephenson**, now presides over an **alliance Cabinet** made up of Conservatives, Independents and Greens. She has launched a **[Council Leader's blog](#)** on the Council's website to enrich the dialogue with local stakeholders and the public. I am proud to have been invited to continue to serve in her Cabinet as **Portfolio Holder for Health, Wellbeing and Adult Care**, alongside Cllr David Wilby who retains the portfolio for Education and Children's Services, and to be able to continue to lead the important work of this Board. I would also like to welcome Ian Crowe, our Armed Forces representative to the Board.

The Council's new **five-year corporate strategy was approved by Council on 4 July**. This was informed by the Future Rutland Conversation and is also closely aligned with and supports our Joint Health and Wellbeing Strategy. I will share links to this on the Council's website so that you can take a closer look. The Council has also just launched an **[Issues and Options consultation](#)** which runs until **16 September 2022** on the new **15-year Local Plan** and is the first of three consultations in this planning process. The current consultation is focussed on how we should tackle 12 important planning issues, a number of which impact directly on health and wellbeing. I will share a link. Do take a look and share your views.

Other **open consultations or engagements** HWB members and the public are invited to take part in are listed on the **[Rutland Information Service](#)** on the page '**[Get involved have your say](#)**', notably:

- One closing tomorrow relating to End of life service needs in Rutland and Leicestershire.
- Two open until 22 July on the LLR draft Carers' Strategy; and the national approach to Special Educational Needs and Disability, and.
- One closing on the 6 August on the draft Pharmaceutical Needs Assessment, which of course we are discussing today.

In our communities, **Covid rates are rising again** (estimated at 1 in 25 people across England in w/e 29 June), and this is translating through into some increase to outbreaks in care homes,

and also rising numbers of people in hospital with Covid, although the majority of these patients are in hospital for other primary reasons. Intensive Care/High Dependency Unit patient rates remain low at the moment, as do deaths. A cautious approach is recommended at this time. Some health settings have recently reintroduced mask wearing. In social care, the [Covid-19 supplement](#) remains in place, guiding on infection prevention and control, including the appropriate use of PPE.

More pressing now for most of our population are the **spiraling living costs** that I highlighted in my last statement, with price rises far outstripping any growth in incomes, and hardships affecting a wider range of people. Fuel prices in particular are affecting both life at home (where we expect they will really bite this winter) and the ability to travel, including to work and school. There are no easy answers. The important thing now is to ensure, while we look further ahead in trying to tackle these issues, that people know where they can turn if their financial stability is deteriorating. [Citizens Advice Rutland](#), working alongside the Foodbank, are an important partner with the Council in this, running the Council's crisis fund and providing vital information and advice. Over the past 12 months CAR have helped to make gains of £1.7m in benefits or debt write offs for local people, a tremendous contribution to local wellbeing.

After the pandemic, it is heartening to see Rutland's **towns and communities gradually returning to normal life**, with the summer marked by traditional town and village feasts and fetes, school sports days and proms, as well as other larger scale events that speak to our collective identity. The **County Show** resumed on 6 June, putting Rutland's rural and farming community front and centre. Then, Rutland's first **Pride event** was held in Oakham on 27 June, a celebration of our diversity, with hopefully many more to come. **Birdfair**, in turn, returns to Rutland from 15-17 July in the new guise of [Global Birdfair](#) after a two-year gap, this time at the Showground. As one of the premier international not for profit conservation events, it reminds us of further pressing concerns we must tackle as a society.

As we embark together on delivery of our **Health and Wellbeing Strategy for Rutland** – and we will be talking about this more later – it is welcome that **Census datasets have started to be released**, supporting the refresh of our Joint Strategic Needs Assessment which underpins all our work here. The [demographic update](#) confirms that Rutland's population has **grown by nearly 10% over the last decade to 41,000**, faster than the growth rate for England (6.6%) and for the East Midlands (7.7%). Areas to the South of us have growth even faster (c14%), while growth is slower to the North. In spite of this growth, **Rutland's population remains one of the most sparse in the East Midlands**, with a density equivalent to a football pitch per resident! It is also **ageing faster than in most places**: alongside neighbours to the South of us, we are among only 32 out of 309 local authority areas with a growth in over 65s of more than 30%, over 10% more than the England average, while the working age population is growing at a slower rate. This brings us back to the importance of our work in ensuring that health and wellbeing services meet the needs of our changing population, including through the prevention and postponement of ill health.

Direct Links

LLR Integrated Care Board: <https://leicesterleicestershireandrutland.icb.nhs.uk/>
Council Leader's blog: <https://www.rutland.gov.uk/my-council/my-councillors/council-leaders-blog/>

Rutland County Council's new Cabinet: <https://www.rutland.gov.uk/my-council/council-news/leader-confirms-details-of-new-alliance-cabinet/>

Rutland County Council Corporate Strategy 2022-27: https://future.rutland.gov.uk/corporate-strategy-2022-27?_ga=2.206438480.296887011.1657530063-1468314536.1578303103

Local Plan Issues and Options Consultation: <https://www.rutland.gov.uk/my-services/planning-and-building-control/planning/the-local-plan/the-new-local-plan/issues-and-options-june-2022/>

Consultations and Engagements relevant to Rutland:
<https://ris.rutland.gov.uk/kb5/rutland/directory/advice.page?id=q2noyQgq1vc>

Office of National Statistics Covid 19 update:
<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/articles/coronaviruscovid19/latestinsights>

Covid 19 supplement to the infection prevention and control resource for adult social care:
<https://www.gov.uk/government/publications/infection-prevention-and-control-in-adult-social-care-covid-19-supplement/covid-19-supplement-to-the-infection-prevention-and-control-resource-for-adult-social-care#introduction>

Rutland Information Service: Money matters – where to start:
<https://ris.rutland.gov.uk/kb5/rutland/directory/advice.page?id=lfGa70N-rOA>

Citizens Advice Rutland – debt advice: <https://citizensadvicerrutland.org.uk/problems/debt-budgeting/>

Global Birdfair: <https://globalbirdfair.org/>

Rutland Health and Wellbeing Strategy: <https://www.rutland.gov.uk/my-services/health-and-family/health-and-nhs/health-and-well-being-strategy/>

Census – demographic update for Rutland;
<https://www.ons.gov.uk/visualisations/censuspopulationchange/E06000017/>

This page is intentionally left blank