

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

Telephone 01572 722577 Email governance@rutland.gov.uk

Ladies and Gentlemen,

A meeting of the **STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE** will be held in the Council Chamber, Catmose, Oakham, Rutland LE15 6HP on **Thursday, 8th December, 2022** commencing at **7.00 pm** when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews
Chief Executive

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

Although social distancing requirements have been lifted there is still limited available seating for members of the public. If you would like to reserve a seat, please contact the Governance Team at governance@rutland.gov.uk. The meeting will also be available for listening live on Zoom using the following link: <https://us06web.zoom.us/j/89594040660>

A G E N D A

1) WELCOME AND APOLOGIES RECEIVED

Councillor G Waller, Chair of the Strategic Overview and Scrutiny Committee has sent her apologies so this meeting will be chaired by the Vice Chair, Councillor N Begy.

2) RECORD OF MEETING

To confirm the record of the meeting of the Strategic Overview and Scrutiny Committee held on the 17th November 2022.
(Pages 7 - 16)

3) ACTIONS ARISING

To review and update the actions arising from the previous meeting

No.	Ref.	Action	Person
1.	9	It was AGREED that a review of the Council's council tax support scheme should be undertaken for the 2024/25 financial year.	Strategic Director for Resources
2.	10	It was AGREED that the Strategic Director for Resources would discuss with Human Resources the collation of data from staff exit interviews.	Strategic Director for Resources

4) DECLARATIONS OF INTEREST

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

5) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of [Procedure Rules 25 and 159](#).

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes out of the total time of 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

6) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of [Procedure Rule No 161 and 162](#).

7) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of [Procedure Rule No 163](#).

8) CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN

RELATION TO THE CALL-IN OF A DECISION

To consider any matter referred to the Committee for a decision in relation to call in of a decision in accordance with [Procedure Rule 149](#).

9) PORTFOLIO HOLDERS' UPDATE

Councillor S Harvey, Portfolio Holder for Health, Wellbeing and Adult Care to brief the committee regarding Rutland's public health services.

10) EXCLUSION OF PUBLIC AND PRESS

(i) To consider whether the public and press should be excluded from the meeting in accordance with the Access to Information Rules of [Procedure Rule 181](#) for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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

11) CORPORATE ASSET REVIEW AND STRATEGY

Committee to hold a discussion regarding the Corporate Asset Review and Strategy.

Report No. 183/2022 on the Corporate Asset Review and Strategy was received and approved by Cabinet on the 15th November 2022. Full details are available here: [Agenda for Cabinet on Tuesday, 15th November, 2022, 10.00 am | Rutland County Council \(moderngov.co.uk\)](#)

(Pages 17 - 100)

12) GROUP AND PANEL UPDATES

A. CULTURE / ASSET REVIEW

To receive a progress update

B. CUSTOMER EXPERIENCE

To receive an update from Councillor Begy

C. HIGHWAYS AND SPEEDING

To receive a progress update

D. HOMELESSNESS EVIDENCE PANEL

To receive a progress update

E. ECONOMIC DEVELOPMENT STRATEGY, DEVOLUTION & LEVELLING UP

To receive an update from Councillor A Brown

13) REVIEW OF THE FORWARD PLAN AND ANNUAL WORK PLAN

To consider the current Forward Plan and identify any relevant items for inclusion in the Strategic Overview and Scrutiny Committee Annual Work Plan or to request further information.

The Forward Plan is available on the website at:
<https://rutlandcounty.moderngov.co.uk/mgListPlans.aspx?RPId=133&RD=0>

(Pages 101 - 108)

14) ANY URGENT BUSINESS

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

15) DATE OF NEXT MEETING

Tuesday, 13th December 2022 at 7 pm in the Council Chamber, Catmose, Oakham, Rutland LE15 6HP

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TO: ELECTED MEMBERS OF THE STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Name	
1.	Councillor G Waller (Chair)
2.	Councillor P Ainsley
3.	Councillor E Baines
4.	Councillor N Begy (Vice Chair)
5.	Councillor K Bool
6.	Councillor A Brown
7.	Councillor S Lambert
8.	Councillor L Toseland
9.	Councillor R Wilson

STATUTORY CO-OPTED MEMBERS – EDUCATION REPRESENTATIVE:

Name	Title
10. Peter French	Diocesan Deputy Director of Education, Dioceses of Peterborough

11.	Andreas Menzies	Roman Catholic Diocese
12.	Sian Armstrong	Parent Governor
13.	Sarah Stickland	Parent Governor

PORTFOLIO HOLDER:

Name	Title
14. Councillor L Stephenson	Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy
15. Councillor R Powell	Deputy Leader and Portfolio Holder for Planning, Highways and Transport
16. Councillor S Harvey	Portfolio Holder for Health, Wellbeing and Adult Care
17. Councillor M Oxley	Portfolio Holder for Communities, Environment and Climate Change
18. Councillor K Payne	Portfolio Holder for Finance, Governance and Performance, Change and Transformation
19. Councillor D Wilby	Portfolio Holder for Education and Children's Services

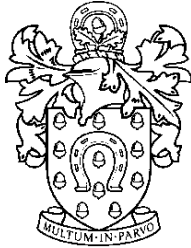
OFFICERS:

Name	Title
20. Mark Andrews	Chief Executive
21. Saverio Della Rocca	Strategic Director Resources S151 Officer
22. Dawn Godfrey	Strategic Director of Children and Families
23. John Morley	Strategic Director of Adults and Health
24. Penny Sharp	Strategic Director of Places
25. Angela Wakefield	Director of Legal and Governance
26. Jane Narey (Clerk)	Scrutiny Officer

FOR INFORMATION:

Name	Title
27. Angela Hillery	Chief Executive, Leicestershire Partnership NHS Trust
28. Peter Cantley	Diocesan Director of Education, Diocese of Peterborough

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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 STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE** held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on Thursday, 17th November, 2022 at 7.00 pm

PRESENT	Councillor G Waller (Chair) Councillor P Ainsley Councillor N Begy (Vice Chair) Councillor A Brown Councillor S Lambert Councillor L Toseland	
APOLOGIES	Councillor E Baines Councillor K Bool Councillor R Wilson Peter French	Diocesan Deputy Director of Education, Dioceses of Peterborough
PORTFOLIO HOLDERS PRESENT	Councillor L Stephenson Councillor K Payne	Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy Portfolio Holder for Finance, Governance and Performance, Change and Transformation
OFFICERS PRESENT	Mark Andrews Saverio Della Rocca Andrew Merry Jane Narey (Clerk)	Chief Executive Strategic Director Resources S151 Officer Finance Manager Scrutiny Officer

1 WELCOME AND APOLOGIES RECEIVED

The Chair welcomed everyone to the meeting. Apologies were noted from Councillor Wilson, Councillor Baines, Councillor Bool and Peter French.

2 RECORD OF MEETING

The minutes of the meetings held on the 5th and 13th October were approved as an accurate record.

3 ACTIONS ARISING

Actions from the meeting held on the 5th October:

Action 1

Councillor Bool to arrange a meeting with the Chief Executive, the Leader and the Strategic Director of Places to discuss the best way for Highways and Transport particularly speeding to be scrutinised. Councillor Waller stated that she would discuss the Highways and Speeding Group with Councillor Bool. It was agreed that the item would be carried forward to the next meeting.

Councillor Bool was unable to continue to lead the group but would continue to be part of it. Councillor P Browne had agreed to join/lead the group as his replacement. A scoping document would be produced in the near future.

Action 2

PUBLIC TRANSPORT SERVICE PROPOSALS Councillor Waller stated that she would speak with the relevant Portfolio Holder and officers to identify potential dates for inclusion on to the SOSC forward plan for a discussion regarding the proposed business plans.

The committee had agreed not to continue with this group at the meeting on the 5th October 2022. A report from officers would hopefully be received in January, February or March of 2023 requesting scrutiny committee's input regarding the proposed business plans prior to a final decision being made towards the end of 2023.

Action 3

ECONOMIC DEVELOPMENT STRATEGY, DEVOLUTION & LEVELLING UP

- *Councillor Waller confirmed that she would contact other non-executive Councillors requesting volunteers for the evidence panel.*
- *Councillor Waller confirmed that she would contact Penny Sharp, Director of Places and Councillor Lucy Stephenson, the relevant Councillor Waller 15 Portfolio Holder to identify an agreed timetable for the work*

On the 13th October 2022, Scrutiny Committee had agreed that there would be 2 sessions held with Penny Sharp and officers to review evidence. The deadline for these sessions would be the 31st December 2022

Action 4

SEND GROUP

- *Councillor Ainsley agreed to arrange a meeting of the SEND Group (Councillors Ainsley, P Browne, R Payne, Baines and Begy) to confirm who would be the new chair and to confirm a date for an informal meeting with members of SEND Action Rutland. An update from the SEND Group would be provided at the SOSC meeting on the 17th November and feedback from the meeting with SEND Action Rutland would be given at either the December or January meeting – date to be confirmed.*
- *Councillor Ainsley agreed to meet with the Strategic Director of Children and Families to discuss improving communication and engagement with Councillors*

It was confirmed that the SEND Group was not required and had therefore been disbanded.

Actions from the meeting held on the 13th October:

Members were informed that the letter to the MP for Rutland and/or the Secretary of State for Health and Social Care as agreed at the meeting held on the 13th October

was still being drafted but that the draft letter would be sent to members for feedback before it was finalised and posted.

Action 1

NHS England to send their communication strategy to Governance for distribution with the minutes.

Action 2

NHS England to send data on the benefits of fluoridisation to Governance for distribution with the minutes.

Action 3

NHS England to send details of the NHS dentists in Rutland accepting children as patients to Governance for distribution with the minutes.

The Clerk confirmed that Actions 1 – 3 were outstanding and that she would continue to chase NHS England for the agreed information.

Action 4

Councillor Waller to invite Mike Sandys, Director of Public Health to a future meeting of the SOSOC and arrange a pre-meeting for the Chair, Vice-Chair and Director to discuss the issues/questions to be discussed at the Scrutiny Committee meeting.
Councillor Harvey, Portfolio Holder for Health, Wellbeing and Adult Care would update members regarding public health at the meeting on the 8th December.

Action 5

Catmose Sports Leisure Contract - Penny Sharp to confirm with Governance, before the publication deadline of the next meeting, if the contract still required scrutinising.
Penny Sharp, the Strategic Director for Places had confirmed that the item would not require scrutinising.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

5 PETITIONS, DEPUTATIONS AND QUESTIONS

There were no petitions, deputations or questions.

6 QUESTIONS WITH NOTICE FROM MEMBERS

There were no questions with notice member members.

7 NOTICES OF MOTION FROM MEMBERS

There were no notices of motion from members.

8 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO THE CALL-IN OF A DECISION

There were no call-ins.

9 MID-YEAR FINANCE UPDATE

Cabinet had received the Mid-Year Revenue Finance Report 2022/23 (Report No. 156/2022) and the Mid-Year Capital Programme Update (Report No. 157/2022) on the 18th October 2022. Details of the reports could be found on the council's website: [Public Pack\)Agenda Document for Cabinet, 18/10/2022 10:00 \(moderngov.co.uk\)](https://www.moderngov.co.uk/Agenda/Document/18/10/2022/10:00)

Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation and Saverio Della Rocca, Strategic Director of Resources gave an update on the medium term financial plan. During the discussion, the following points were noted:

- A presentation was received from the Strategic Director of Resources (copy attached).
- Members requested if it would be possible in future for reference reports to be included in a paginated agenda pack.
- The reasons for the increase in empty homes in Rutland were unknown but there were rules regarding charging council tax on empty homes. It was confirmed that the Council did charge council tax on empty properties where possible.
- Council tax had been raised by 3% in the financial year 2022/23. For 2023/24, Councils would be allowed to increase council tax by 5% annually without the need for a referendum.
- Core council tax discounts such as the single person discount would continue to be available as would the council's discretionary pot of £20k, which was used for supporting those in severe financial difficulties. Members were informed that any review of the council tax support scheme would require a large piece of consultation work. This could not be done in time for the next financial year 2023/24 but it was **agreed** that a review of the support scheme should be undertaken for the 2024/25 financial year.
- An estimated £400k could also be generated if the law was changed so that a premium could be charged by the council on second homes in Rutland.
- Local authorities nationally were experiencing pressure on care fees but Rutland pays a premium on the 'Cost of Care.' Rutland County Council did not deal with the quantity of service users to financially sustain care homes. Most users of care homes in Rutland were self-funders so the care homes did not rely on the users allocated to them from the Council to keep them sustainable. The Rutland care homes could therefore charge the Council a higher rate. Members were informed that a letter had been sent to the MP from Councillor Harvey, Portfolio Holder for Health, Wellbeing and Adult Care to highlight and help address this issue.
- Short-term budget savings had been identified but major projects were being collated by the Council's Leadership Team to transform the organisation in the medium term.
- Members were informed that Councils performed best when they focussed on their core activities. Other councils had tried to be creative with income generation and this had created long-term problems but the Council would always be willing to investigate possible income generation.
- It was noted that all Councillors might consider how capital might be used to help our financial position at the Member Briefing being held on the 5th December 2022.

RESOLVED:

That the Committee:

- a) **AGREED** that a review of the Council's council tax support scheme should be undertaken for the 2024/25 financial year.

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The Strategic Director for Resources and Andrew Merry left the meeting at 8.11p.m.

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10 MID-YEAR PERFORMANCE & CORPORATE STRATEGY PROGRESS

Cabinet had received the Mid-Year Performance & Corporate Strategy Progress Report (Report No. 168/2022) on the 18th October 2022. Details of the report could be found on the council's website: <https://rutlandcounty.moderngov.co.uk/documents/s24145/Report%20No.168.2022%20-%20Performance%20Report%202022-2023.pdf>

Councillor K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation and Councillor L Stephenson, Leader of the Council and Portfolio Holder for Policy, Strategy, Partnerships and Economy gave an update on the mid-year performance and the progress made on the [Council's Corporate Strategy](#). During the discussion, the following points were noted:

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The Strategic Director for Resources returned to the meeting at 8.18 p.m.

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- Members queried the reasons for the high staff turnover levels and number of vacancies. They were informed that recruitment had been and continued to be an issue not just for Rutland but for all local authorities. Staff promotion, retirement, sickness etc had all impacted on staff turnover. Roles were re-invented, changed and transformed so that they remained sustainable and fit for purpose in the future. Local government remained a challenging area to work in as expectations were high whilst the funding made it difficult for staff to stay positive however, the work remained hugely rewarding.
- Members were informed that the COVID pandemic had caused a huge shift in the status of the local and national workforce. The option for staff to work from home had meant that staff could now work for larger authorities for more money and less responsibility than working for Rutland County Council.
- Exit interviews were offered to all leaving staff but they were not compulsory and no emerging trends or themes had been identified from those completed. It was **agreed** that the Strategic Director for Resources would discuss with Human Resources the collation of data from exit interviews.
- Apprenticeships were becoming increasingly popular and these had been discussed to encourage recruitment of staff in areas where recruitment had proved problematic.
- The new Chief Executive had introduced an improved working culture but this had not yet fully embedded in all services. All staff surveys had been thorough to identify the positive and negative within the Council. The latest staff survey had been very positive and had identified what needed to be improved.
- Members were informed that collaboration between other authorities and organisations had been tried but it had proved to be very complex especially as Rutland County Council ran such a varied model of service delivery.

- The Chief Executive requested that members sent details of specific questions to Governance (governance@rutland.gov.uk) **prior** to a meeting so that officers could investigate and provide answers during the committee meeting.
- Councillor Stephenson confirmed that she would discuss with Cabinet their attendance at the meeting of the Strategic Overview and Scrutiny Committee on the 15th June 2023 when the end-of-year performance report would be discussed.

RESOLVED:

That the Committee:

- a) **AGREED** that the Strategic Director for Resources would discuss with Human Resources the collation of data from staff exit interviews.

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The Chair paused the meeting for a 5-minute comfort break at 9.05 p.m.

The Strategic Director for Resources left the meeting at 9.05 p.m.

The Chair reconvened the meeting at 9.10 p.m.

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11 PORTFOLIO HOLDERS' UPDATE

A briefing was received from Councillor L Stephenson, Leader of the Council and Portfolio Holder for Policy, Strategy, Partnerships and Economy on the plans for economic development, levelling up and Local Enterprise Partnerships (LEPs). During the discussion, the following points were noted:

- Members were informed that devolution was in the public eye.
- Derbyshire had received a 'Level 3' agreement so would require a combined authority elected mayor.
- Rutland County Council was in dialogue with Leicestershire County Council and Leicester City Council for a Level 2 deal.
- Councillor Stephenson confirmed that it had been agreed by all parties that voting would be equal across all three local authorities so that Rutland County Council was not penalised because of its small geographical size and/or small population.
- Rutland County Council was connected with Lincolnshire County Council regarding a Local Enterprise Partnership (LEP) with Councillor Stephenson attending board meetings as the Rutland representative.
- The LEP Growth Hub for Lincolnshire (www.businesslincolnshire.com) offered support to business and to date 23 Rutland business had benefitted from this service.
- Rutland County Council and Melton Borough Council had submitted a joint bid for the second round of the Government's Levelling Up Fund with the focus on economy, connectivity and culture.
- <https://www.rutland.gov.uk/my-council/council-news/rutland-and-melton-bid-for-23m-investment-through-levelling-up-fund/>
- Councillor Stephenson stated she had sent a letter to The Rt Hon Michael Gove MP, Secretary of State for Levelling Up, Housing and Communities and Minister for Intergovernmental Relations to advertise that Rutland would be an excellent pilot study for the Levelling Up Fund due to its small geographical size and small population.

- £1million in funding would be received across three years from the UK Prosperity Fund for Rutland to focus on creating towns and villages, supporting local businesses and investing in people and skills
- An investment plan for £400k funding from the Rural Prosperity Fund would be submitted in November 2022 for Rutland to focus on the visitor economy and the community accessibility with transport.
- A strong economic strategy would help build a strong community. A stakeholder event had been held and this had identified common issues among all business. These would help develop the Council's economic strategy to encourage the visitor economy, promote innovation and help build SMEs (small to medium enterprises).

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At 9.27 pm, the Chair proposed that the meeting be extended for a period of 15 minutes for the agenda to be completed. This was unanimously agreed.

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12 GROUP AND PANEL UPDATES

A. CULTURE / ASSET REVIEW

- The focus of the group would be on the museum so it was suggested that the title be changed to Museum Review.
- The first meeting of the group had been held on the 16th November.
- A very useful first meeting which included a tour of the museum.
- Members were reminded that the museum must not be reviewed on its own but as just one part of the culture/asset review.

B. CUSTOMER EXPERIENCE

- Councillor Begy confirmed discussions had been held with Councillor Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation.
- A scoping document was being drafted and this would be circulated to members for their feedback.

C. HIGHWAYS AND SPEEDING

- Councillor Waller and Councillor P Browne were drafting a scoping document

D. HOMELESSNESS EVIDENCE PANEL

- Initial evidence gathering had been completed.
- A first draft of the report had been compiled but further work would be required.
- The draft report would be circulated to members and the Housing Options Team Manager for comment/feedback.

E. ECONOMIC DEVELOPMENT STRATEGY, DEVOLUTION & LEVELLING UP

- Councillor A Brown confirmed he had met with the Strategic Director for Places on the 4th November.
- A meeting of the group would be held on the 5th December 2022, 5.00 – 7.00 p.m.

- This would include a presentation by Metro Dynamics followed by an analysis of the proposed evidence base.
- The aim would be to identify if any evidence were missing and what required clarifying followed by an analysis of the evidence and note what key messages had been identified.

13 REVIEW OF THE FORWARD PLAN AND ANNUAL WORK PLAN

The Forward Plan and Annual Work Plan were discussed. During the discussion, the following points were noted:

- The Chair and Vice Chair requested an additional meeting in December to scrutinise two items due for discussion by Cabinet in January 2023 namely the Public Bus Transport Review and the Leisure Strategy and one item which had already been discussed by Cabinet, namely the Asset Review.
- It was noted that all three items contained exempt information so would need to be discussed in ‘private session.’

14 ANY URGENT BUSINESS

- The Chief Executive informed members that the Council’s performance framework had recently undergone an internal audit. No report had as yet been received but that it would be shared with the Strategic Overview and Scrutiny Committee once received.

15 DATE OF NEXT MEETING

Thursday, 8th December 2022 at 7 pm in the Council Chamber, Catmose, Oakham, Rutland LE15 6HP

16 LEICESTER, LEICESTERSHIRE AND RUTLAND (LLR) INTEGRATED CARE SYSTEM (ICS) PERFORMANCE DATA

- The quarterly performance data report was received from the Leicester, Leicestershire and Rutland Integrated Care System.
- The report was for information only.
- If any member had any questions regarding the report, they should send them to Governance who would collate and forward them on to Kate Allardyce, Senior Performance Manager for a response.

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The Chair declared the meeting closed at 9.38 pm.

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SUMMARY OF ACTIONS

No.	Ref.	Action	Person
1.	9	It was AGREED that a review of the Council’s council tax support scheme should be undertaken for the 2024/25 financial year.	Strategic Director for Resources
2.	10	It was AGREED that the Strategic Director for Resources would discuss with Human Resources the collation of data from staff exit interviews.	Strategic Director for Resources

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CABINET

15 November 2022

CORPORATE ASSET REVIEW AND STRATEGY

Report of the Leader of the Council

Strategic Aim:	Delivering Sustainable Development	
Key Decision: Yes	Forward Plan Reference: FP/160922	
Exempt Information	Appendix B and Appendix D of this report contain exempt information and is not for publication in accordance with Part 1 of Schedule 12A of the Local Government Act 1972.	
Cabinet Member(s) Responsible:	Cllr Lucy Stephenson, Leader of the Council and Portfolio Holder for Policy, Strategy, Partnerships and Economy	
Contact Officer(s):	Penny Sharp, Strategic Director of Places	m: 07973 854906 psharp@rutland.gov.uk
	Mona Walsh, Head of Property Services	m: 07779 550314 mwalsh2@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the Property Asset Strategy and guiding principles for the future management of the Council's assets.
2. Approves the recommended future approach for primary key assets, and prioritised programme, for the development of business cases.
3. Approves the establishment of a Corporate Asset Programme Project Board and associated project documents including the Project Initiation Document, Terms of Reference and Risk Log.
4. Delegates authority to Strategic Director Places, in consultation with the Portfolio Holder for Property, to commission further technical advice as necessary within the project budget.

5. Approves budget creating a capital programme of £565k as per appendix D funded from Capital Receipts for major works, Revenue Budget of £31k to fund the repairs required and £120k to support the business case development programme.
6. Notes the need to consider future delivery models for the Council's asset and estate management as the corporate asset programme develops

1. PURPOSE OF THE REPORT

- 1.1 This report sets out information about the Councils property assets and seeks approval of the Property Asset Strategy, underpinned by guiding principles, recommendations for seven primary key property assets including high level steer for others and a prioritised programme for the preparation of business cases to inform future decisions on disposal and/or investment in assets.
- 1.2 The Corporate Asset Programme has been identified as a Corporate Project following the Council's Corporate Project Management framework and assessed as a 'High' risk project. As such, Cabinet approval is being sought for the Corporate Asset Programme project documents including the Project Initiation Document, Terms of Reference and Risk Log.
- 1.3 The report also recommends that Cabinet approve a budget of £716k to support the next phase of the corporate asset review and the preparation of business cases and essential repair and compliance work needed to assets.
- 1.4 The report also recommends that Cabinet delegates authority to the Strategic Director Places, in consultation with the Property Portfolio Holder to commission technical advice as necessary to support the preparation of business cases.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council owns approximately 110 property assets listed in Appendix E. The greatest number of these are highway, open space and ancillary assets. Others are operational, used to deliver council services. In addition, the Council owns a number of commercial properties from which it derives an income. Some operational functions are carried out from these commercial properties, but the bulk of the space is let to commercial occupiers. Most are owned freehold by the Council with some leased from 3rd party landlords.
- 2.2 Much of RCC's property was not designed or planned for its current use, is no longer fit for modern ways of working and is expensive to maintain. The range and type of buildings present many challenges in terms of their construction, original uses, adaptations over many years and in some cases heritage status. Catmose is a Grade 2 former house set in ornamental gardens, Oakham Enterprise Park (OEP) is a former prison and The King Centre was a college.
- 2.3 Historically the Council managed its assets on a reactive basis. Such a decision is a legitimate strategy and reflected the financial situation choices at the time. Past property acquisitions lacked a whole life business case. A reactive regime is more costly than a planned regime in the long term. The reactive strategy resulted in the current situation of buildings needing expenditure and upgrade.

- 2.4 Historically there was limited central management of assets, with several services managing their own properties direct. This has resulted in limited records and data and ongoing difficulties with budgeting and expenditure.
- 2.5 Following Cabinet approval in October 2021 surveys and other work has been completed to establish baseline information for properties. This includes:
- Condition Surveys
 - Mechanical and Electrical Surveys
 - Fire Risk Assessments
 - Access Surveys
 - Building Plans and Layouts
 - Legal and Title Information
 - Occupancy and Tenancy
 - Rents and Service Charges
 - Property market advice
- 2.6 The Condition Survey has established Council liabilities. Costs have been established for Year1, Years 2 to 5 and Years 6 to 25. These works are categorised as D1 Immediate through to D4 Desirable.
- 2.7 A copy of the Property Asset Strategy, underpinned by guiding principles, is attached at Appendix A. This is a high-level strategy setting out how the Council will use and manage its property assets. A detailed asset management plan and business case will be developed for each individual asset or asset type. This will ensure a robust and auditable decision-making process, accompanied by an approved action plan. The Property Asset Strategy will support Council decisions, priorities and service delivery. The Strategy needs to be adaptable and flexible to support decision making about changes in service delivery, budget and statutory or regulatory requirements. The Strategy structure is the “industry standard” format endorsed by CIPFA and other bodies:
- Vision/Policy – reflecting other Council plans and priorities.
 - Strategy – how the Council will use its assets to accommodate services provision, finance and future planning.
 - Action Plan – a detailed strategy or asset management plan for each individual asset or asset type
- 2.8 The Property Asset Strategy underpinning objectives are as follows:
- Manage property to support RCC objectives and priorities set out in the Corporate Plan
 - Minimise the operation and long-term cost of the Council’s estate
 - Provide Value for Money by using Council resources wisely and having the required information to make robust and informed decisions – developing a planned maintenance approach
 - Deliver and support services by providing assets fit for purpose and effective, modern ways of working

- Consider the impact of sustainability in all decisions, making buildings as sustainable as possible and considering the impact of our carbon footprint
- Take a dynamic approach to asset management including retention, repurposing and disposal
- Work with Partners to maximise opportunities and consider the transfer of services/assets to Town and Parish Councils and others
- Implement a Corporate Landlord Model

2.9 Attached at Appendix B are details for each Primary Key Asset (EXEMPT). This provides detail about the property, tenure, use and occupancy, future uses and opportunities, impact of local property market and recommendations for future approach. Appendix B also includes a programme for development of outline business cases for each Primary Key Asset. Sequence and prioritisation of the programme is essential to managing wider decision making. Focus will be on Catmose due to changes in the way we are working and Oakham Enterprise Park as the single-largest asset.

2.10 The Corporate Asset Programme has been identified as a Corporate Project following the Council's Corporate Project Management framework and assessed as a 'High' risk project. A Corporate Asset Programme Project Board will be established to ensure robust decision making and project management. Attached at Appendix C are the associated project documents including the Project Initiation Document, Terms of Reference and Risk Log.

2.11 There will be a need to commission further technical advice to support decision making and delivery of the project. Support needed will vary between assets but will include, but not be limited to valuation and property market advice, specialist surveying and engineering, cost consultancy and project management, architect and legal.

2.12 Property asset management will be adaptable and flexible to support decision making about changes in service delivery, budgetary and statutory or regulatory requirements. It will be a dynamic approach to retain, repurpose and divest as required.

2.13 The Asset Strategy is intended to provide a golden thread flowing from the Corporate Strategy and other corporate strategies and plans. It will ensure that assets are used to underpin corporate ambitions and reduce whole life costs and revenue expenditure. The Council wants to optimise its estate, including how it uses and occupies assets for service delivery so that in future it moves from services being dictated by the assets available to service requirements determining accommodation requirements (including virtual/no building base). The Strategy will help deliver the Councils ambitions and priorities to be:

- A special place:
 - Sustaining a vibrant rural county that harnesses the enterprise of its businesses, the ambition and creativity of its residents, and the passion of its local communities

- Sustainable lives:
 - Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action
- Healthy and well:
 - Promoting health, happiness and wellbeing for people of all ages and backgrounds
- A county for everyone:
 - Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face
- A modern and effective Council:
 - Transforming the way we work to deliver effective and efficient services fit for the future

2.14 Timeline for completion of the required business cases will be 6 -12 months to deliver. This timeline takes account of time taken for approval, commissioning of technical advisors, completion of activities and reporting of recommendations and findings.

3. CONSULTATION

3.1 The proposed process has been discussed with relevant Council Services, the Portfolio Holder for Property and Cabinet members.

4. ALTERNATIVE OPTIONS

4.1 An alternative option would be to continue to manage properties on a reactive basis. This option has been ruled out due to the Council's current financial context and the need to make budget savings. In addition, there is a need to address known critically urgent works to ensure continued safe occupation and use of buildings and make robust decisions about the future of properties, including making adequate budget provision.

4.2 An alternative option would be disposal of the entire estate. This option has been ruled out as there is a need to approach decision making in an informed and robust manner and to consider implications of disposal and/or rationalisation in the light of impact on service delivery and market conditions.

5. FINANCIAL IMPLICATIONS

5.1 Appendix D includes detail forming the basis of a planned maintenance programme which will be factored into the Medium Term Financial Plan.

5.2 The summary of the financial implications is shown in the table below

Area	Capital	Revenue

	£000	£000
Immediate Works	565	31
Current Running Costs (excluding unknown utility pressure)	0	0
Asset Strategy Business Case	0	120
Total	565	151

- 5.3 There is a need to establish a budget for delivery of work associated with the property strategy decisions. This includes the cost of carrying out works to support the next phase of the corporate asset review including the preparation of business cases and essential repair and compliance work needed to assets.

6. LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 Procurement processes will be managed by the Council to ensure it complies with the requirements of all relevant legislation including the Public Procurement Regulations 2015.
- 6.2 Legal advice will also be taken on the process and the precise wording of any contract.
- 6.3 Legal advice will be taken to support recommendations for assets, with any matters arising investigated and undertaken as required. Consideration of options and other inputs to detailed Business Cases will need to have regard to the implications of existing leases and tenancies, whether granted to 3rd parties or situations where the Council leases in from others.

7. DATA PROTECTION IMPLICATIONS

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

8. EQUALITY IMPACT ASSESSMENT

- 8.1 An Equality Impact questionnaire has been completed. No adverse or other significant risks / issues were found. As such, a full Equality Impact Assessment (EqIA) has not been completed.

9. COMMUNITY SAFETY IMPLICATIONS

- 9.1 It is important that the Council has a full and complete understanding of the issues affecting its assets so it can make provision for addressing issues to maintain safety and service delivery and is able to make robust evidence based decisions.

10. HEALTH AND WELLBEING IMPLICATIONS

- 10.1 Provision of well maintained and cared for assets will ensure workers and visitors to the site are able to carry out their daily activities safely whilst contributing to the sustainability of the asset and future carbon footprint.

11. ORGANISATIONAL IMPLICATIONS

- 11.1 Environmental implications
- 11.2 The Asset Strategy and guiding principles will assist with future decision making about Council property assets.
- 11.3 Human Resource implications
- 11.4 None at present but will be discussed with the Council's Human Resources Team if needed.
- 11.5 Procurement Implications
- 11.6 The procurement process for technical support needed will be discussed with the Council's Commissioning Manager and the Welland Procurement Unit to ensure that all relevant legislation and guidance is followed.

12. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The Council needs an approved Property Asset Strategy underpinned by guiding principles to inform future decisions about its assets. The establishment of a Corporate Asset Programme Project Board will ensure robust decision making and governance and is essential to the process. The Council does not have sufficient technical capacity or resource in house to complete all parts of the task required and is therefore seeking approval to appoint technical advisors where necessary. Budget approval for other areas of expenditure related to essential compliance and repair is requested as it is essential that buildings are safe to use and occupy. Approval will enable the Council to make robust and informed decisions about the future of its property assets.

13. BACKGROUND PAPERS

14. There are no additional background papers to the report.

15. APPENDICES

- 15.1 Appendix A - Property Asset Strategy and Guiding Principles
- 15.2 Appendix B – Primary Key Assets Details EXEMPT
- 15.3 Appendix C – Corporate Asset Programme Project Documents
- 15.4 Appendix D – Financial Implications EXEMPT
- 15.5 Appendix E – Council Assets

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

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ASSET MANAGEMENT STRATEGY

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives” - RICS Public Sector Asset Management Guidelines

INTRODUCTION

Rutland County Council (RCC) has a small but diverse portfolio, ranging from council offices, libraries, registry office, museum, car parks, depot and waste sites, open spaces and commercial and property. Several of these buildings are old, not used for the purpose they were originally built and need repair and upgrade if they are to be retained, to make them more appropriate for modern ways of working and service delivery.

The Asset Management Strategy will support Council decision making, priorities and service delivery. The common thread through much of this is the need for a building and/or land to ensure service delivery. The Strategy needs to be adaptable and flexible to support decision making about changes in service delivery, budgetary and statutory or regulatory requirements.

The current national and local context provides a number of drivers for a review of the Council’s estate and how it manages its assets:

Key Drivers

- Budget
- How the Council uses buildings to deliver services
- Service need – service design/delivery
- Not fit for purpose
- Require high level of expenditure
- Waste and Highway contract renewals are an opportunity
- OEP and Ashwell sites are an opportunity
- Risk appetite of Council
- Can only sell a property once
- Ability to access funding for upgrade/redevelopment
- Grant and funding regimes available
- Sustainability agenda

The Asset Management Strategy structure is the “industry standard” format endorsed by CIPFA and other bodies and includes:

- **Vision/Policy** – reflecting other Council plans and priorities
- **Strategy** – how the Council will use its assets to accommodate services provision, finance and future planning
- **Action Plan** – a detailed strategy or asset management plan for each individual asset or asset type

1 STRATEGIC APPROACH

VISION AND POLICY

Rutland County Councils Corporate Strategy 2022 – 2027 states

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”.

Rutland County Council’s ambitions and priorities are:

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

All other strategies and policies are informed by and flow from the Corporate Strategy. The Asset Management Strategy will also need to be informed by several other strategies and policies including but not limited to Medium Term Financial Plan, Waste Management and Streetscene Strategy, Cultural Services Strategy, Economic Development Strategy and Local Plan.

Like any other council resource, it is important that property assets, including land and buildings, are effectively managed, that key stakeholders are involved in the process and that decisions made remain closely aligned to the Council’s priorities and core objectives. Within the Council’s current financial context it is key that the costs associated with operating and maintaining the estate are minimised whilst supporting optimal service delivery.

STRATEGY

The Asset Management Strategy establishes clear principles about how properties are managed and will remain in place for the next 5 years but be reviewed in 2 years to ensure it still reflects the ambitions. The Asset Management Strategy sets out eight Aims aligned with the Corporate Strategy.

AIMS

- Manage property to support RCC objectives and priorities set out in the Corporate Plan
- Minimise the operation and long-term cost of the Council's estate
- Provide Value for Money by using Council resources wisely and having the required information to make robust and informed decisions – developing a planned maintenance approach
- Deliver and support services by providing assets fit for purpose and effective, modern ways of working
- Consider the impact of sustainability in all decisions, making buildings as sustainable as possible and considering the impact of our carbon footprint
- Take a dynamic approach to asset management including retention, repurposing and disposal
- Work with Partners to maximise opportunities and consider the transfer of services/assets to Town and Parish Councils and others
- Implement a Corporate Landlord Model

2 RUTLAND COUNTY COUNCIL ESTATE – MANAGEMENT APPROACH

Rutland County Council Property Assets

RCC property assets comprise operational, commercial and other ancillary land and properties. The assets are managed in-house by a small team. A list of assets is at Appendix A.

Operational property is used for service delivery and includes Council offices, registry office, museum and castle, libraries, childrens centre, depot, civil amenity sites, car parks and bus station. Several are listed

Commercial property is let to 3rd parties, generates an income to support council activities and helps drive economic development.

Other land includes highway and public open space areas, cemeteries and school playing fields.

Much of RCC's property was not designed or planned for its current use, is no longer fit for modern ways of working and is expensive to maintain. The range and type of buildings present many challenges in terms of construction, original uses, adaptations over many years and in some cases heritage status. Catmose, the Council's main office, is a Grade 2 former house set in ornamental gardens, Oakham Enterprise Park is a former prison and The King Centre was a college.

Historically the Council managed its assets on a reactive basis in addition there was limited central management of assets, with several services managing their own properties direct. This has resulted in limited records and data, ongoing difficulties with budgeting and expenditure, and legacy issues still requiring resolution e.g. adoption of public open space.

WHAT WE WILL DO

We will utilise the following to develop and implement operational and action plans for assets.

Baseline Data

Information and data about assets is needed to inform robust decision making. The following has been completed for all key assets and work continues to complete the task for all remaining assets:

- Condition Surveys
- Mechanical and Electrical Surveys
- Fire Risk Assessments
- Access Surveys
- Building Plans and Layouts
- Legal and Title Information
- Occupancy and Tenancy Details
- Rents and Service Charges Details
- Property market advice

Baseline data is being used to develop and populate a database which will be regularly updated and maintained and lead to greater efficiencies and robustness of information when managing assets.

Asset Challenge – Decision Making About Why We Hold Assets

Asset Challenge will be used to aid decision making. We will use it to review assets resulting in a streamlined, fit for purpose and active asset portfolio. The aims of Asset Challenge are to reduce costs and identify assets to be retained/invested in or which are surplus to requirements.

Strategic Purpose

- Why do we have the asset?
- What is its strategic purpose?
- Who is accountable for performance of it?
- What do we expect of it?
- Is this financial, non-financial or both?
- How would we know when this is being achieved?

Opportunities and Risks

- Are there any opportunities that could be exploited?
- Are there any known barriers to exploiting these opportunities?
- Are there any risks that could be faced?

Performance Appraisal

- What financial and non-financial outcomes have been delivered?
- Can non-financial benefits be quantified, or are they qualitative?
- What are the management costs?
- Are there any invisible costs?

Option Appraisal

- Balance of performance, opportunities and risks
- What options are available?
- What are the relative costs and benefits of these options?
- Do any options carry increased risks?

Pre-implementation Consultation

- Internal Stakeholders
- External Stakeholders and Partners.

Outcome

- Retained
- Replaced / Remodelled / Re-used
- Disposed
- Open Market or Asset Transfer.

Effective Property Management

RCC owns c110 land and building assets, with a current total book value of over £39.7m. Whilst this is not necessarily the amount the Council would receive if all assets were sold it demonstrates the considerable resource they are and why rationalisation, careful management and robust decision making is needed.

There are a wide range of assets within the current portfolio including offices, open spaces, specialist operational properties and commercial properties generating an income. The reasons for holding these assets will vary and, as a result, performance may need to be assessed in different ways. Performance of each asset must therefore be linked to the strategic purpose for holding it.

Without careful management, there is potential to waste money by keeping buildings that are not fit for purpose. Equally, all assets have a value and if they are no longer required, they could have a new purpose or be sold to unlock the value which can be reinvested.

As service delivery changes assets will also need to change to support the Council as it moves forward. RCC will need to invest in existing assets, acquire or develop other assets to ensure continuing service delivery fit for the future and to maximise the benefit to the people who live, work or visit Rutland and this cycle of renewal and asset challenge will continue.

Capital works are prioritised appropriately, based on evidence from building condition surveys and in alignment with operational priorities and service delivery.

This approach will ensure best value is achieved from assets, they are performing appropriately and provides assurance that money is spent in the right places and on the right buildings.

Maintain Assets

Data from Condition Surveys, Mechanical and Electrical Surveys and Fire Risk Assessments will help develop a planned and costed maintenance plan for all assets. This will help with budgeting and finance and enable preparation of accurate service charge estimates for commercial property assets.

The maintenance and upkeep of Council owned property assets is an ongoing and essential activity to ensure that they remain:

- Safe and secure.
- Fit for their intended purpose.
- Are efficiently operated.
- To maximise the investment.
- To achieve the right balance between reactive and planned works.
- To protect their market value.
- To maximise efficiencies through procurement.

The Council has a duty to manage the risk and assess the impact of statutory regulations on its assets, for example in relation to asbestos, fixed wiring, legionella and Fire Regulation compliance. To ensure that the asset portfolio is compliant with statutory requirements, regular inspections and reviews of property are completed.

A planned preventative maintenance regime with regular inspections and updated records will inform future budget planning and help ensure where possible works are planned in advance and not reactive. This usually results in better controlled and lower maintenance costs and better maintained assets.

Develop Systems, Processes and Procedures

Accurate, reliable and consistent data collection and record keeping is essential to properly managing property assets.

Appropriate systems and processes will assist with workflow, accurate record keeping and ensure all activities are completed and logged and helps drive efficiencies. We will continue with work already underway to identify what is needed, ensure systems and processes are developed and adopted and that all those needing to make use of them are appropriately trained.

Develop an Action Plan for Each Asset

Using the approach outlined above an Action Plan will be developed for delivery of recommendations to determine future of 7 Key Primary Assets. An outline approach and recommendations will be determined for the remaining assets.

The Key Primary Assets are:

- Catmose
- Catmose Cottage
- County Museum
- Jules House
- Oakham Enterprise Park
- King Centre
- Ashwell Depot and Business Units

The Outputs will comprise:

- Detailed recommendation and Action Plan for 7 Primary Key Assets
- Outline approach and recommendations for remaining assets
- Sequencing of activities relating to 7 Primary Key Assets
- Implementation phase of Action Plan/s

The following will be considered when developing and sequencing activities relating to Action Plans for the 7 Key Primary Assets:

- Location and type of workspace for a largely hybrid workforce and operations, particularly those currently using Catmose. This will inform further property decisions.
- Opportunities for facilities needed to meet requirements of environmental, waste and highway operations currently based at Ashwell, civil amenity sites and parts of Oakham Enterprise Park.
- Opportunities at Oakham Enterprise Park. This is the largest property asset owned by the Council, has the opportunity to meet several priorities including service delivery, income and capital receipts, and economic growth. Significant investment would be required but options and feasibility outcomes will inform further property decisions.
- Quick win opportunities arising from changed service delivery models in recent years

3. GOVERNANCE ARRANGEMENTS

Corporate Asset Programme Project Board

A Corporate Asset Programme Board will be established to ensure robust decision making and project management and to meet requirements for service delivery. The Board will determine the Asset Management Strategy for council owned property assets, including delivering the Action Plan recommendations for several key assets and a high level approach for remaining assets and will help determine the sequence of activities and actions needed to achieve outcomes, including future delivery model/s.

Corporate Landlord Approach

Whilst the future delivery model for Property Services is still to be determined an underpinning principle will be to adopt a Corporate Landlord Approach, regardless of how it is delivered. The Corporate Landlord Approach will move responsibility for managing and operating property assets away from individual service areas into the corporate core and managed by Property Services. This will ensure the Corporate Landlord has oversight and control of all property assets allowing service areas to focus their efforts on service design and delivery. A key function of the Corporate Landlord is to ensure that property requirements of the individual service areas are properly understood and appropriately accommodated. The Corporate Landlord Approach will bring efficiencies to how assets are managed, much of which is old, under-used, in need of maintenance and a drain on resources.

Other key functions of the Corporate Landlord include advising on and undertaking property acquisitions, capital development and disposals. In addition, the following activities are also undertaken or coordinated by the Corporate Landlord:

- Estate management and valuation.
- Strategic asset management.
- Project design and management.
- Statutory compliance.
- Energy monitoring.
- Facilities management.
- Planned and reactive maintenance

4. RISK MANAGEMENT

Risk management is an intrinsic part of asset management. It adds value to our activities and increases the probability of successfully delivering our asset management objectives. Risk management enables us to manage uncertainty and embeds a process where unexpected events are minimised.

Risk is present in all kinds of undertaking. Risk can be defined as the potential for events and impacts to produce opportunities for benefit or threats to success. Risks exist across the organisation at different levels and in different types of activity. The Council has incorporated the management of risk in all decisions it makes about its properties. This management occurs within a hierarchy of risk:

- **Corporate** – High level risks that effect the whole authority. Such risks include corporate reputation, civil defence, emergencies; business continuity, health and safety, political and legal and financial risk.
- **Strategic** – Risks affecting the management of the property assets infrastructure should be considered throughout at strategic levels.
- **Operational** – Risk should also be managed when undertaking operational activities.

The Council maintains risk registers which are aligned within the hierarchy as defined in the Risk Management Policy. The risk registers cover all types of risk: Safety, Reputation, Service reduction or failure, Environmental or Financial.

5. COMMUNICATIONS

The Asset Management Strategy recognises that our stakeholders and their needs are diverse. What we communicate and the way that we do this is important. We will:

- Classify types of stakeholders into groups to focus on what is important to them.
- Engage with stakeholders, following the communication plan that focuses on the key interests of each stakeholder group, using the channels that they wish to communicate through and the style of language needed.
- Fulfil our legal and ethical duty to be open and transparent whilst safeguarding the reputation of the Council.
- Monitor the success of this engagement.

6. PERFORMANCE AND REVIEW

The Asset Management Strategy aims to provide a framework for improving the performance of the Council's property estate and bring about change to the way the Council manages its estate to deliver better outcomes for the Council, its partners and communities. The nature of property requires a longer-term approach to the realisation of benefits and therefore the strategy relates to a period of 5 years. It is therefore important to monitor progress and performance regularly to ensure the direction of travel is being maintained and the objectives of the strategy are being delivered. A review will be undertaken after two years and after four years.

Reviews will take the widest look at the state of the asset and includes knowledge of:

- Strategic risks
- Asset condition
- Financial data
- Stakeholder feedback
- Investment needs

In addition benchmarking is a valuable way of assessing the outcomes of our asset management practice in relation to the outcomes achieved. It also allows the communication of best practice to achieve further improvement. We will use benchmarking data from a variety of sources including local authorities, national and local data from Government and other sources and proprietary surveys. Using this knowledge, together with benchmarking data, it is possible to assess progress and likely future needs. Where necessary, the review can recommend improvements to any part of the asset management approach.

Oct 2022

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Rutland
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Corporate Asset Programme (CAP)

Project Board - Terms of Reference (ToR)

Document Owner:	Penny Sharp Rutland County Council
Author:	Mona Walsh Rutland County Council
Version:	V0.02
Date:	Aug 2022
Classification	NOT PROTECTIVELY MARKED

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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
V0.01	Jul 2022	Draft Document Created
V0.02	Aug 2022	Draft Updated

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Project Sponsor	Penny Sharp Director Places	
Project Board		

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Team, Project Board	Email	

Introduction

The purpose of this terms of reference document is to state the responsibilities of the CAP Project Board and to provide leadership in delivering the project required within the Council.

The project includes the procurement of supplier(s) to provide services, on behalf of the Council.

Membership & Chairing

The Board will be chaired by the Director of Places, Penny Sharp. In the absence of the Chair, the meeting membership may elect any other member to act as Chair for that meeting.

Membership of the Board has been agreed by Rutland County Council. The composition of this Board and team members:

- Penny Sharp (Director Places + Chair + Sponsor)
- Mona Walsh (Head of Property)
- Cllr Lucy Stephenson (Portfolio Holder - Property)
- Cllr Karen Payne (Portfolio Holder - Finance)
- Mark Andrews (Chief Executive)
- Sav Della Rocca (Director Places + Finance Lead)

Members may send deputies by exception only. [TBC - name of project manager] will support the provision and running of this Board as the project manager.

Frequency of the Board

Meetings will be held monthly (TBC at the first project board). Ad-hoc meetings may be held by agreement of the Chair as and when required. Meetings may, exceptionally, be cancelled by the Chair.

Responsibilities of the Board

The board fulfils their leadership role by:

- Provide mechanism for CLT to make decisions or recommendations to Council/Cabinet (as a pre-cursor to Cabinet/Council)
- Members are advisory to provide guidance on political steer, ownership by Cabinet and to keep officers in check (around timescales, risks, public requirements, etc.)
- Effectively allocating and managing resources for the project implementation and delivery
- Communicating the purpose of the board to staff and other stakeholders
- Monitoring the implementation, procurement and delivery of the project to improve its effectiveness
- Overview of project budget
- Management of change
- Issues and risk management
- Determine future delivery model

Reporting

The board members shall draw to the attention of this Board, any issues that require further action or disclosure to the relevant management structures. In exceptional cases any RCC members of the Board may escalate issues to the Corporate Management Team.

The minutes of these meetings will be formally recorded and available to Board members. When approved by the Board the minutes will be published to all.

Papers

Agenda items may be raised by any member of the Board and should be communicated to the Project Manager at least 7 working days in advance of any meeting.

Draft minutes of each meeting will be circulated within 2 working days of the next meeting to Board Members for comment and will provide a clear record of decisions reached and actions agreed.

Minutes will be formally approved by the Board at the subsequent meeting. The Project Manager will maintain an Actions Log and a Risk & Issues Log, which will be reviewed at each meeting.



Rutland
County Council

Rutland County Council

Corporate Asset Programme (CAP)

Project Initiation Document (PID)

Document Owner:	Penny Sharp Rutland County Council
Author:	Mona Walsh
Version:	V0.02
Date:	Aug 2022
Classification	NOT PROTECTIVELY MARKED

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Document Control, Approval and Distribution

Version Control

This document should be updated with any amendments:

Version	Date	Notes
V0.01	Jul 2022	Draft Document Created for Project Board Review
V0.02	Aug 2022	Draft updated

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Sponsor	Penny Sharp Director Places	
Project Board		

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Team, Project Board	Email	

Project Details

Project	Corporate Asset Project (CAP)
Background	<p>The project will enable robust decision making about council owned property assets to ensure they are well placed to meet requirements for service delivery.</p> <p>The project will determine the Asset Strategy for council owned property assets, including delivering the recommendations for several key assets and a high level approach for remaining assets.</p> <p>The project will determine the sequence of activities and actions needed to achieve outcomes, including future delivery model/s.</p> <p>The project will ensure allocation of sufficient budget to enable robust decision making and implementation of the approved recommendations.</p>
Project Objectives	<p>Property Asset Strategy informed by guiding principles to determine future ownership, management and use of council owned property asserts</p> <p>Action plan for delivery of recommendations to determine future of 7 key assets</p> <p>Outline approach and recommendations for remaining assets</p> <p>Future delivery model/s for management and use of council owned assets</p> <p>Seven key assets:</p> <ul style="list-style-type: none"> • Catmose • Catmose Cottage • Museum • Jules House • OEP • King Centre • Ashwell Depot and Business Units
Activities / Scope	<p>The project will comprise two phases.</p> <p>Phase 1</p> <ul style="list-style-type: none"> • Property Asset Strategy • Detailed recommendation and action plan for 7 key assets • High level plan for remaining assets • Sequencing of activities relating to 7 key assets <p>Phase 2</p> <ul style="list-style-type: none"> • Implementation phase of Property Strategy • Determine future delivery model/s

<p>Deliverables</p>	<p>Phase 1</p> <ul style="list-style-type: none"> • Property Asset Management Strategy • Detailed recommendation and action plan for 7 key assets • High level plan for remaining assets • Sequencing of activities relating to 7 key assets <p>Phase 2</p> <ul style="list-style-type: none"> • Implementation phase of Property Strategy having regard to sequencing across several assets to achieve required outcome • Determine future delivery model/s
<p>Timing</p>	<p>Phase 1 – Nov 2022</p> <p>Phase 2 – to be determined following outcome of Cabinet meeting Nov 2022</p>
<p>Exclusions</p>	<p>Routine operational property management and decision making</p> <p>Service delivery reviews and changes across authority</p>
<p>Dependencies & Assumptions</p>	<p>Dependencies</p> <ul style="list-style-type: none"> • Availability of resources • Legislative and compliance constraints • Building systems and equipment failures • Waste and Highways Infrastructure timing and requirements • Impact of RCC service need and reviews <p>Assumptions</p> <ul style="list-style-type: none"> • Cabinet approves budget for technical advisors and urgent repairs needed • Cabinet approves Asset Strategy and guiding principles • Cabinet approves recommendations for 7 key assets and high level guide for remaining assets • Cabinet approves sequence of activities and actions to achieve outcomes
<p>Resources</p>	<p>The staff involved in this project will primarily be the following officers, providing support in addition to their other areas of work:</p> <ul style="list-style-type: none"> • Penny Sharp Strategic Director Places (Oversight and direction) • Mona Walsh Head of Property Places (Property Lead) • Sarah Khawaja Principal Solicitor (Legal Lead) • Andrew Merry Finance Manager (Finance Lead) • TBC (Project Manager) • Marie Glaister Senior Estates Surveyor (Property) • Trushal Kavia Senior Estates Surveyor (Property)

	<ul style="list-style-type: none">• Mat Waik Strategic Communications Advisor (Communications) – circulation only <p>Additional support will be required by external advisors who will be brought in to provide technical and legal input the overall process.</p>
Estimated Cost	Estimated overall cost of the project will be [tbc after Cabinet Meeting Nov 2022]

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Project Name: Corporate Asset Programme

Risk & Issues

Last Reviewed: 23 09 2022

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

Ref	Date Raised	Risk or Issue Description	Risk or Issue Likelihood	Impact	Severity	Mitigation or Action Plan	Owner	Status	Date Closed
CAP-RI-001	23/09/22	Cabinet do not approve Property Strategy	R	1	3	4	Ensure CLT and Cabinet are kept updated and draft and final papers completed on time	PS	Open
CAP-RI-002	23/09/22	Inadequate or no budget allocation	R	3	5	15	Review project plan and make changes as required	PS	Open
CAP-RI-003	23/09/22	Unable to secure technical advisor support	R	1	5	5	Review project plan and make changes as required	PS	Open
CAP-RI-005	23/09/22	Statutory or regulatory changes impacting on decision making	R	3	3	9	Keep updated and maintain awareness about potential changes	PS	Open
CAP-RI-006	23/09/22	Inflationary cost pressures	R	3	3	9	Consider change of scope, request for additional budget or value engineering appropriate	PS	Open
CAP-RI-007	23/09/22	Supply chain pressures for future property upgrade and/or redevelopment	R	2	3	6	Adequate lead in periods and consider changes to specification or phasing as appropriate	PS	Open
CAP-RI-008	23/09/22	Future service delivery needs impacting on ability to make decisions	R	2	3	6	Review project plan and make changes as required	PS	Open
CAP-RI-009	23/09/22	System or building failure accelerating need for decision and/or ability to make decision	R	2	3	6	Consider potential impact and change project plan as required	PS	Open

Project Name: Corporate Asset Programme

Actions

Last Reviewed: (See separate actions logs)

ID	Date Raised	Action Description	Owner	Due Date	Response	Status

NB: Actions will be recorded with meeting minutes

Project Name: Corporate Asset Programme

Decisions

Last Reviewed: xx xxx 2022

Any decisions that have been captured across the various meetings taking place between Hoople and RCC.

ID	Date Raised	Decision Description	Location	Decision Date	Importance
CAP-D-001					
CAP-D-002					
CAP-D-003					
CAP-D-004					
CAP-D-005					

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Appendix E: Council Assets

Main Office - 1
Registry Office - 1
Museum - 1
Castle - 1
Children's Centre – 1
Libraries - 4
Bus Station - 1
Highway Depot – 1
Civic Amenity Sites - 2
Libraries - 4
Business Premises - 6
Car Parks - 12
Garage Sites – 5
Public Conveniences – 1
Schools and Playing Fields - 15
Public Open Space and Play Areas - 32
Cemeteries and Burial Grounds - 7
Other Land – 20

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Strategic Overview and Scrutiny Committee
Work Plan 2022-23

<p>101</p> <p>Standing Agenda Items for Every Meeting</p>	Welcome and Apologies	
	Record of Meeting	
	Actions Arising	
	Declarations of Interest	
	Petitions, Deputations and Questions	
	Questions with Notice from Members	
	Notices of Motion from Members	
	Consideration of Any Matter Referred to the Committee in Relation to the Call-In of a Decision	
	Group and Panel Updates:	
	a) Culture / Asset Review	Councillor A Walters
	b) Customer Experience	Councillor N Begy
	c) Highways and Speeding	Councillor P Browne
	d) Homelessness Evidence Panel	Councillor G Waller
	e) Economic Development Strategy, Devolution & Levelling Up Evidence Panel	Councillor A Brown
	Portfolio Holder's Update	
	Review of the Forward Plan	
	Any Urgent Business	
Date of Next Meeting		

Meeting Date	Publication Date	Proposed Item	Why	Author
9th June 2022	1 st June 2022	Election of Vice-Chair	Statutory	
		Confirmation of Co-opted Members	Statutory	
		LLR Joint Health Scrutiny Committee: Confirmation of Representation	Statutory	
		DRAFT Improvement Plan		
		Annual Work Plan	Statutory	

7th July 2022	29 th June 2022	LLR CCGs' Performance Data	For Info Only	Kate Allardyce Senior Performance Manager
		Waste and Street Cleansing	Report	Strategic Director of Places/Angela Culleton
		Dental Services Update		Rose Lynch, Senior Commissioning Manager – Primary Care

				Dental Services (East)
		Homelessness Evidence Panel: Scope	Report	Councillors Waller, Toseland & Lambert

103 8th September 2022 MEETING ADJOURNED	31 st August 2022	Election of New Vice-Chair	Statutory	
		LLR Joint Health Scrutiny Committee: appointment of new substitute representative	Statutory	
		Dental Services Update: Rutland Specific	Report	Rose Lynch, Senior Commissioning Manager – Primary Care Dental Services (East)
		Improvement Plan (Following on from the scrutiny training held on the 21 st July 2022)		Chair
		Scrutiny Review of Public Transport Service Proposals: a) Scoping Document	Briefing	Councillor Waller

		b) Timescale		
		Economic Development Strategy, Devolution & Levelling Up		Strategic Director of Places
		a) Scoping Document		
		Culture Review		Councillor G Brown
		a) Scoping Document		

5th October 2022 <small>104</small> RE- SCHEDUL ED MEETING	31 st August 2022	Election of New Vice-Chair	Statutory	
		LLR Joint Health Scrutiny Committee: appointment of new substitute representative	Statutory	
		Dental Services Update: Rutland Specific	Report	Rose Lynch, Senior Commissioning Manager – Primary Care Dental Services (East)
		Improvement Plan (Following on from the scrutiny training held on the 21 st July 2022)		Chair

		Scrutiny Review of Public Transport Service Proposals: c) Scoping Document d) Timescale	Briefing	Councillor Waller
		Economic Development Strategy, Devolution & Levelling Up b) Scoping Document		Strategic Director of Places
		Culture Review b) Scoping Document		Councillor G Brown
105				

13th October 2022	5 th October 2022	Dental Services Update: Rutland Specific	Report	Rose Lynch, Senior Commissioning Manager – Primary Care Dental Services (East)
		Council Asset Review – how can the SOSOC assist with the asset review?		Strategic Director of Places
		Highways Contract – Procurement Outputs		Andy Tatt / Dee Rajput

106	17th November 2022	9 th November 2022	LLR ICS Performance Data	For Info Only	Kate Allardyce Senior Performance Manager
			Mid-Year Performance & Corporate Strategy Progress put in link Corporate Strategy		Strategic Director of Resources
			Mid-Year Finance Update (with a focus on the Medium Term Financial Plan (MTFP))	Statutory	Strategic Director of Resources
			Gatmose Sports Leisure Contract		Strategic Director of Places
			Update on the plans for economic development, levelling up and Local Enterprise Partnerships (LEPs)		Councillor Stephenson

8th December 2022	30 th November 2022	Public Health: Update		Councillor Harvey
		Corporate Asset Review and Strategy (Private)	Report	Penny Sharp

13th December 2022	5 th December 2022	Homelessness Evidence Panel: Report		Councillors Waller, Toseland & Lambert
		Public Bus Transport Review (Private)	Presentation	Penny Sharp
		Leisure Strategy (Private)	Briefing	Penny Sharp

26th January 2023	18 th January 2023	<u>Scrutiny of the Budget</u> Draft Revenue and Capital Budget 2023/24	Statutory	Strategic Director of Resources
		Fees and Charges 2023/24	Statutory	Strategic Director of Resources
		Minerals Authority Contract Evidence Panel: Scope		Councillor Begy

16th February 2023	8 th February 2023	Access to GP Services – Review of Actions		Councillor Harvey

9th March 2023	1 st March 2023	LLR ICS Performance Data	For Info Only	Kate Allardyce Senior Performance Manager

20th April 2023	12 th April 2023	Purdah compliant items only		

25th May 2023	17 th May 2023			

15th June 2023	7 th June 2023	End of Year Performance & Corporate Plan Progress	Statutory	
		End of Year Finance Management Report	Statutory	Strategic Director of Resources
		LLR ICS Performance Data	For Info Only	Kate Allardyce Senior Performance Manager