

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP

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Meeting: CABINET

Date and Time: Tuesday, 16 April 2024 at 10.00 am

Venue: Council Chamber, Catmose, Oakham, LE15 6HP

Democratic Services Officer to contact: David Ebbage 01572 720972
email: democraticservices@rutland.gov.uk

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A G E N D A

- 1) APOLOGIES FOR ABSENCE
- 2) ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE

- 3) DECLARATIONS OF INTEREST

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

- 4) MINUTES

To confirm the Minutes and Decisions made at the meeting of the Cabinet held on 12th March 2024.
(Pages 5 - 10)

5) ITEMS RAISED BY SCRUTINY

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

6) PROCUREMENT OF THE INTEGRATED SEXUAL HEALTH SERVICES

To receive Report No.39/2024 from the Portfolio Holder for Adults and Health.
(Pages 11 - 28)

7) ADULT SOCIAL CARE STRATEGY

To receive Report No.34/2024 from the Portfolio Holder for Adults and Health.
(Pages 29 - 52)

8) EXCLUSION OF THE PRESS AND PUBLIC

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

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

9) CORPORATE ASSET REVIEW AND IMPLEMENTATION

To receive Report No.35/2024 from the Portfolio Holder for Planning, Property and Economic Development.
(Pages 53 - 82)

10) LEISURE FINANCING

To receive Report No.55/2024 from the Leader of the Council.
(Pages 83 - 106)

11) ANY ITEMS OF URGENT BUSINESS

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

12) DATE OF NEXT MEETING

Tuesday, 11th June 2024 (Provisional)

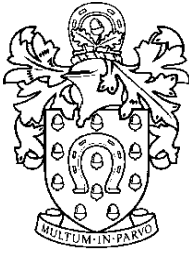
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MEMBERS OF THE CABINET: Councillor G Waller (Chair)
Councillor A Johnson

Councillor P Browne
Councillor D Ellison
Councillor T Smith
Councillor C Wise

Quorum: 2

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Rutland County Council

Catmose Oakham Rutland LE15 6HP

Telephone 01572722577 Email:democraticservices@rutland.gov.uk

RECORD OF DECISIONS AT A MEETING OF THE CABINET

Tuesday, 12th March, 2024 at 10.00 am

PRESENT: Councillor G Waller (Chair) Councillor A Johnson (Vice-Chair)
Councillor P Browne Councillor D Ellison
Councillor T Smith Councillor C Wise

OFFICERS PRESENT: Mark Andrews Chief Executive
Angela Wakefield Strategic Director for Law and Governance
Dawn Godfrey Strategic Director for Children's Services
Kirsty Nutton Strategic Director for Resources
Penny Sharp Strategic Director for Places
Kim Sorsky Strategic Director for Adult Services and Health
David Ebbage Democratic Services Officer

Decisions published on 13 March 2024.

Key Decisions will be implemented on 21 March unless the Call-in Procedure as outlined in Procedure Rule 149 is invoked. (5 working days after publication)

1 APOLOGIES FOR ABSENCE

No apologies for absence were received.

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

There were no announcements from the Chairman or Head of Paid Service.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 MINUTES

Consideration was given to the minutes of the meeting held on 13 February 2024.

RESOLVED

- a) That the minutes of the meeting held on 13 February 2024 be **APPROVED**.

5 ITEMS RAISED BY SCRUTINY

No items were raised.

6 ADULT SOCIAL CARE PROVIDER FEES 2024-25

Report No.27/2024 was introduced by Councillor D Ellison, Portfolio Holder for Adult Care and Health.

The report set out the current position of the Adult Social Care market in Rutland and the implications of this in terms of the fees the Council paid for service users eligible for funding to receive services.

It set out the current fees paid for services and the proposed fee rates and uplifts for 2024/25.

It was moved by Councillor D Ellison and seconded that the recommendations of the Report No.27/2024 be approved. Upon being put to the vote, with six votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **NOTED** the current position of the Adult Social Care markets and the risks associated with that;
- b) **APPROVED** the proposed fees and uplifts for Adult Social Care providers for 2024/25.

7 CONTRACT FOR MICROSOFT SOFTWARE LICENCES

Report No.28/2024 was introduced by Councillor A Johnson, Deputy Leader and Portfolio Holder for Governance and Resources.

Councillor Johnson explained that the Council was reliant on Microsoft licences for the operational running of the Council and that Microsoft licences were renewed yearly based on specific requirements at the renewal date and overall costs are negotiated by Crown Commercial Services.

Microsoft licences were let in periods of 3 years and a new contract was due in May 2024. Public Sector Licence costs are agreed centrally with Central Government and are made available to the Council via resellers under frameworks.

It was moved by Councillor A Johnson and seconded that the recommendations of the Report No.28/2024 be approved. Upon being put to the vote, with six votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **DELEGATED** authority to the Strategic Director for Resources, in consultation with the Portfolio Holder with responsibility for I.T, to negotiate and award the contract for Microsoft Software Licences.

8 HOME TO SCHOOL TRANSPORT CONTRACT AWARD

Report No.31/2024 was introduced by Councillor C Wise, Portfolio Holder for Transport, Environment and Communities.

The report set out the process and proposed award criteria for the procurement of home to school transport contracts, along with recommendations for approval and delegation of final award.

The Council provided a range of transport services including: home to school transport; transport for children with special educational needs; transport for children looked after; post-16 education transport; and public transport services in line with statute and Council policy.

The increased estimated costs for 2023/24 highlighted within the report was due to all closed bus contracts being put out to tender at the same time, inviting package bids to achieve best value and to enable a smooth implementation of the outcomes of the wider bus network review.

It was moved by Councillor C Wise and seconded that the recommendations of the Report No.31/2024 be approved. Upon being put to the vote, with six votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **APPROVED** the procurement model (section 2.5) and criteria for the award of home to school transport (appendix A) contracts for academic year 24/25.
- b) **AUTHORISED** the Strategic Director for Places in consultation with the Portfolio Holder for Highways & Transport to award the contracts resulting from this procurement.

9 RUTLAND'S ECONOMIC STRATEGY 2023-2040

Report No.29/2024 was introduced by Councillor P Browne, Portfolio Holder for Planning, Property and Economic Development.

The report set out the key aims and objectives of the Economic Strategy. It also sought approval to publish the Economic Strategy and develop and implement a delivery plan to work towards achieving the aims and objectives of the strategy.

Rutland's economic strategy – *Multum in Parvo* – set out an aspirational and credible strategy for delivering a shared vision of a successful future for Rutland's economy. It builds on the County's existing economic strengths and its unique character.

The Economic Strategy had been developed through engagement with local businesses and key stakeholders within the County.

Members wanted to thank the Strategic Overview and Scrutiny Committee who had established an Economic Strategy Task and Finish Group that reviewed the evidence base and heavily influenced the development of this economic strategy. The Economic Strategy Task and Finish Group suggested the economic strategy should be bold and ambitious, focusing on innovation, diversifying the visitor economy, attracting investment and supporting local businesses to grow.

It was moved by Councillor P Browne and seconded that the recommendations of the Report No.29/2024 be approved. Upon being put to the vote, with six votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **APPROVED** the Rutland Economic Development Strategy.
- b) **DELEGATED** authority to the Strategic Director for Places in consultation with the Leader and Portfolio Holder for Economic Development to make any minor amendments and publish the Economic Strategy and supporting evidence base.
- c) **DELEGATED** authority to the Strategic Director – Places in consultation with the Portfolio Holder for Economic Development to develop the economic strategy including further engagement with stakeholders and businesses.
- d) **DELEGATED** authority to the Strategic Director for Places in consultation with the Portfolio Holder for Economic Development to implement the Strategy.

10 EDITH WESTON NEIGHBOURHOOD PLAN

Report No.30/2024 was introduced by Councillor P Browne, Portfolio Holder for Planning, Property and Economic Development.

The draft Edith Weston Neighbourhood Plan has been submitted to the County Council for statutory consultation and subsequent independent examination.

The report sought Cabinet's authorisation to carry out consultation on the proposed Edith Weston Neighbourhood Plan, followed by submission of that plan to an independent examiner. Subject to the acceptance of the recommendations of the examiner, authorisation is also sought to hold a local referendum. Subject to the outcome of that referendum, the report requests that Cabinet delegate the making of the Neighbourhood Plan to the Strategic Director of Places.

Councillor Browne wanted to thank the residents of Edith Weston for the amount of time and work they had put into this process.

It was moved by Councillor P Browne and seconded that the recommendations of the Report No.29/2024 be approved. Upon being put to the vote, with six votes in favour the motion was unanimously carried.

RESOLVED

That Cabinet:

- a) **APPROVED** the draft Edith Weston Neighbourhood Plan was published for public consultation for a minimum of 6 weeks.
- b) **APPROVED** that following public consultation, the draft plan and representations received are submitted for independent examination.
- c) **AUTHORISED** the Strategic Director of Places to appoint an independent examiner in consultation with the Edith Weston Parish Council.
- d) **AUTHORISED** the Strategic Director of Places in consultation with the Portfolio Holder for Planning, Property and Economic Development, following receipt of the examiner's report, to publish the County Council's decision notice, update the Edith Weston Neighbourhood Plan and undertake a referendum.
- e) **AUTHORISED** subject to the outcome of the referendum, the Strategic Director of Places in consultation with the Portfolio Holder for Planning, Property and Economic Development to make the Edith Weston Neighbourhood Plan part of the Development Plan for Rutland.

11 ANY ITEMS OF URGENT BUSINESS

There were no items of urgent business.

12 DATE OF NEXT MEETING

Tuesday, 16th April 2024.

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The Chairman declared the meeting closed at 10.55am.

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CABINET

16 April 2024

PROCUREMENT OF THE INTEGRATED SEXUAL HEALTH SERVICES

Report of the Portfolio Holder for Adults and Health

Corporate Priorities	Support the most vulnerable Providing good public services	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr D Ellison, Portfolio Holder for Adults and Health	
Contact Officer(s):	Adrian Allen, Public Health Assistant Director	Telephone 0116 305 Email adrian.allen@leics.gov.uk
	Susan-Louise Hope, Public Health Strategic Lead – Rutland Commissioning	Telephone 0116 3052683 Email susan-louise.hope@leics.gov.uk
Ward Councillors	All	

1 SUMMARY AND RECOMMENDATIONS

1.1 Summary

- 1.1.1 This report provides an update on the Sexual Health Procurement undertaken in 2023 which was not successful for all of the individual procurement lots.
- 1.1.2 It sets out the interim arrangements for 2024-2025 for the Integrated Sexual Health Service (ISHS) and the Long-Acting Removable Contraception (LARC), and the proposal for the commissioning of ISHS and LARC for beyond 2025 including the procurement process and award criteria.

1.2 Recommendations

- 1. It is recommended that Cabinet note the interim service arrangements for the financial year 2024 to 2025.

2. It is recommended that Cabinet approve the procurement models for the Integrated Sexual Health Service (ISHS) and Long-acting Reversible Contraception (LARC) and the award criteria for the ISHS procurement.
3. It is recommended that approval of the award of contract is delegated to the Director for Adult Services and Health in consultation with the Director for Public Health and Portfolio Holder for Adults and Health.
4. It is recommended that should there be a need to withdraw the procurement or there is an unsuccessful procurement that approval of action under the Provider Selection Regime is delegated to the Director for Adult Services and Health in consultation with the Director for Public Health and Portfolio Holder for Adults and Health.

1.3 Reasons for Recommendations

- 1.3.1 Local Authorities are mandated to commission comprehensive open access sexual health services. This should include provision of information, advice and support on a range of issues, such as sexually transmitted infections (STIs), contraception, relationships and unplanned pregnancy. Responsibilities are set out in Appendix C.

2 REPORT

2.1 Introduction

- 2.1.1 The commissioning responsibilities of local government, Integrated Care Boards (ICBs) and NHS England (NHSE) are set out in the Health and Social Care Act 2012. Additionally, local government responsibilities for commissioning most sexual health services and interventions are mandated by the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013. This instructs local authorities to commission confidential, open access services for Sexually Transmitted Infections (STIs) and contraception as well as reasonable access to all methods of contraception and advice on preventing unintended pregnancy. The services are funded through the ringfenced Public Health Grant. Details of the commissioning responsibilities are detailed in Appendix C.

- 2.1.2 Good access to sexual health services can have a positive impact on local communities through:

- Reduced unplanned pregnancies.
- Reduction in STI's that are often asymptomatic and can therefore lead to further transmission. New STI diagnoses are higher in more deprived populations.
- Reduction in teenage pregnancies. Teenage pregnancies are significantly higher in more deprived areas and contribute to their own health inequalities such as continued risk of living in poverty and poor mental health.¹
- A health inequality needs assessment for Rutland was undertaken in 2022/23 and has helped to give a picture of deprivation in Rutland. The Rutland Staying Healthy Partnership, a sub-group of the Health and Wellbeing Board will oversee any actions resultant from the needs assessment. Cross referencing with demographic data from services will also increase our understanding of deprivation in Rutland.

¹ Sexual and reproductive health and HIV: applying All Our Health

2.2 Previous Procurement

2.2.1 Two procurements were conducted in 2023 to enter new contracts from 1st April 2024. The background to the procurement and the model procured are set out in the [Cabinet paper](#) tabled in June 2023. The model included separate Lots for the following areas

Procurement July 2023

- Lot 1 Integrated Sexual Health Service ISHS
- Lot 2 Online Sexual Health Services
- Lot 3 Long-Acting Reversible Contraception LARC

Procurement October 2023

- Pharmacy Services for Leicestershire and Rutland including Emergency Hormonal contraception (EHC)

2.2.2 The invitation to tender for sexual health services was published on 3 July 2023. On tender close, no bids had been received for Lot 1 Integrated Sexual Health Service ISHS, three bids had been received for Lot 2 Online Sexual Health Services and one bid received for Lot 3 Long-Acting Reversible Contraception LARC. Only Lot 2 had successful bids which means the Council did not secure the full complement of sexual health services from 1 April 2024.

2.2.3 The three bids received for Lot 2 Online Sexual Health Services were evaluated and all due diligence checks completed.

2.2.4 The successful organisation for Lot 2 was SH:24, which currently provides services to Leicestershire and Rutland via a subcontracting agreement with the ISHS clinic provider. Securing this offer allows the provision of online sexual health services at a significantly lower tariff rate than the current rates under a subcontracting arrangement, therefore providing the best value option.

2.2.5 The new online sexual health service provision commenced on 1st April 2024 and needs to be effectively linked into the rest of the system both in the interim and longer term.

2.2.6 The one bid received for Lot 3 was also evaluated. However, following evaluation and due diligence checks, this bid was unsuccessful as it failed to meet the requirements.

2.2.7 The invitation to tender for EHC services was published on 11 October 2023. When the tender closed there were 8 bids received. Only one of these bids was from a provider within Rutland, unfortunately this failed to meet our requirements.

2.2.8 The successful procurement of Lot 2, and the unsuccessful procurement of Lot 1 and Lot 3 means the Council has not currently secured the full complement of sexual health services from 1 April 2024.

2.2.9 The unsuccessful bid for pharmacy services in Rutland leaves a service gap which will need to be addressed.

2.2.10 Open access sexual health services are a mandated requirement of the Public

Health Grant

Interim Measures

- 2.2.11 For both the ISHS and LARC contraception it has been agreed by all parties to enter into a one year contract for 2024-2025 whilst the longer term solution is put in place.
- 2.2.12 For EHC negotiations will take place directly with the pharmacies located in Rutland with a view to commence as soon as possible. As a contingency, any gap in service can be met by the interim ISHS and the new online contract that will commence on 1st April 2024.
- 2.2.13 The intention is to engage in an open procurement process, led by Leicestershire County Council to procure a new ISHS and to direct award to the existing provider base of the provision of LARC in the primary care setting, in accordance with the Health Care Services (Provider Selection Regime) Regulations 2023 (PSR) introduced in January 2024. These contracts will commence from 01 April 2025

2.3 Options Considered

- 2.4 The section below sets out the future procurement plans for long term service provision from April 2025 onwards

2.4.1 ISHS

- 2.4.2 Feedback was sought from all organisations that did not bid but had expressed an interest in the unsuccessful lots. This included the incumbent providers.

2.4.3 Key issues were

- 2.4.3.1 TUPE Information – There was a lot of feedback relating to the TUPE list from the incumbent provider, including comments about it not being specific about the staffing liability related to just Leicestershire and Rutland, and therefore favouring the incumbent provider as other providers were unable to effectively cost a model.

- 2.4.3.2 Implementation Period - The length of the implementation period was viewed as too short and therefore seen as a deterrent.

- 2.4.3.3 Budget – The incumbent provider did not bid for reasons of the funding envelope, there was also another organisation that stated that the budget required an uplift. Drivers for budget increase requests were the online service being provided independently narrowing margins for providers to achieve cost efficiencies, the expectations in relation to attendances at the city clinic as out of area, and the anticipated shifts of activity away from ISHS to GP and online provision that cannot be realised until all services are in place and working together.

- 2.4.4 Follow up conversations with the organisations indicated that there was an interest if issues raised could be resolved.

- 2.4.5 This feedback has been reviewed, and mitigations developed to address the issues raised and ensure a successful future procurement exercise for the long-term offer

- 2.4.6 Options considered were

- 2.4.6.1 TUPE – to support organisations to understand how the service is staffed we will supply an organogram which has been requested as part of the interim contract mobilisation. The incumbent provider is also completing a Management of Change plan which will split the staffing complement into those delivering services for Leicestershire and Rutland and those for Leicester City
- 2.4.6.2 Implementation Period - Under the new process the implementation will be longer
- 2.4.6.3 Increased funding envelope - Leicestershire have increased their funding envelope as this is where the funding gap was identified; Rutland have not increased the contract value for the re-procurement.
- 2.4.7 **LARC**
- 2.4.8 The GP Federations had expressed concerns and indicated their intention not to bid for LARC services when the ITT opened. Post-procurement negotiations took place with the existing providers of LARC who indicated a preference for activity rather than block contracts, and not going with a single provider model as they were concerned about effective coverage
- 2.4.9 Options considered were
- 2.4.10 Returning to a tariff based model – this was deemed a suitable approach as will allow for gradual shifts of activity from the LARC into the CBS LARC service.
- 2.4.11 Not adopting a single provider model for LARC. – also suitable. When a soft market activity was conducted, to ascertain if there was market interest, there were no responses indicating that there is no alternative market for this service.
- 2.4.12 **EHC** - pharmacy based EHC is of a very low financial value and there are approximately only 5 pharmacies within the borders of Rutland. Under PSR we can approach all pharmacies and give them the opportunity to be on the list to deliver this service on an activity based contract.
- 2.4.13 **Health Care Services (Provider Selection Regime) Regulations 2023**
- 2.4.14 On 01 January 2024, The Health Care Services (Provider Selection Regime) Regulations 2023 (PSR) came into force. This introduces new processes for selecting providers of health care services.
- 2.4.15 Under the regime, competitive tendering is one tool for organisations to use when it is of benefit, alongside other routes that may be more proportionate, and which better enable the development of stable partnerships and the delivery of integrated care. The regime still requires relevant authorities to consider value for money as an important criterion, and to be transparent, fair, and proportionate in their decision-making.
- 2.4.16 Appendix D provides a flow chart designed to aid the PSR decision making process, this indicates the potential processes available to us to procure these services. Procurement advice has been sought in relation to this exercise resulting in options for the procurement approach in this round.
- 2.4.17 There are three potential processes which can be used to procure both the ISHS and the LARC service:

- 2.4.17.1 Direct Award - Process C - The existing provider is satisfying the existing contract and likely to satisfy the new contract, and the proposed contracting arrangements are not changing considerably from the existing contract.
- 2.4.17.2 Most Suitable Provider Process - The relevant authority is able to identify the most suitable provider without running a competitive exercise.
- 2.4.17.3 Competitive Process - Can be used when the processes above are not suitable because it has not been able to identify a most suitable provider or because a commissioning authority wishes to test the market.
- 2.4.18 Advice has been sought from the Commissioning Team, LCC Commissioning Support Unit, and Legal around the different PSR approaches.
- 2.4.19 LCC intend to move forward with a competitive process for the ISHS recommissioning and it is proposed that Rutland continue in a joint model for the procurement. Rationale is:
- 2.4.20 The incumbent provider has required a significant increase in the planned budget to deliver the interim contract for 2024-25. This has created a cost pressure. There is a need now to reduce this cost, accepting that the 2023 tender amount was not an appropriate amount to attract an alternative provider
- 2.4.21 There were at least 5 organisations that were interested in the ISHS lot in the last procurement round and therefore a competitive tender process will enable us to evaluate each offer and ensure best value and service approach
- 2.4.22 As the contracting arrangements are not changing considerably from the existing contract and there is a lack of market interest in the community based LARC service, the recommendation is to use process C and direct award to the LARC providers delivering the interim service. This is subject to evidence that the providers are delivering to the standards required.
- 2.4.23 For the ISHS tender, award criteria must be set prior to procurement starting. There is no alternative to setting these in advance. The criteria remain the same as the previous procurement and are detailed in Appendix B.
- 2.4.24 The approval of award of the contracts could be brought back to Cabinet, however the award will be made in line with the award criteria Cabinet approve and therefore the only alternative to not approving the award would be if there were reasonable grounds to not award at all.

2.5 Background

- 2.5.1 The current provision is a Specialist Integrated Sexual Health Service (ISHS) providing services including contraception, STI testing and treatment, psycho-sexual counselling, and sexual health promotion. This service has been provided by Midland Partnership Trust (MPFT) since January 2019. Clinic provision in Rutland is delivered once a week at Rutland Memorial Hospital with dedicated clinic for service personnel and their families at Kendrew Barracks. Rutland residents can also access the ISHS hub locations. The online offer is sub-contracted by MPFT to SH 24, this includes access to STI testing, contraception and emergency hormone contraception. (this became a stand-alone service from April 2024). Additionally Public Health commission community-based services (CBS) with General Practice

and pharmacies in Rutland. Condom distribution in a variety of settings is delivered as part of the C-Card scheme.

2.5.2 The intended model remains as per the Cabinet paper of June 2023, with the exception of the LARC offer which will now be offered to multiple GPs to ensure appropriate service provision.

2.5.3 **NEW PROCUREMENT**

2.5.4 The proposed procurement processes and models are detailed in Section 3.9.

2.5.5 The specifications for the new procurement do not have any significant change to those from the 2023 procurement as they were not considered to be the issue by providers. The principles, approach and desired outcomes remain the same.

2.6 **Consultation**

2.6.1 Consultation was carried out as part of the review of service as well as consultation on the proposed model and is detailed in the Cabinet reports of 12th January 2023 and 6th June 2023 (Cabinet Paper).

2.6.2 Soft market testing was also conducted as part of the original process and detailed in the Cabinet reports.

2.6.3 Further soft market testing took place post procurement to establish the reasons as to why interested parties did not bid and these are detailed in section 2.2. Wherever possible measures have been taken so these concerns could be mitigated prior to any new procurement exercise.

3 **IMPLICATIONS OF THE RECOMMENDATION**

3.1 **FINANCIAL IMPLICATIONS**

3.1.1 This section has been approved by Andrew Merry, Head of Finance

3.1.2 The main financial issues arising for this Report are as follows:

3.1.3 The sexual health service is funded from the ring-fenced Public Health Grant which is set annually. Current provision within this funding for the services are:

Revenue	2025/2026	2026/2027	2027/2028	2028/2029
Expenditure (excluding online provision)	£108,052 (ISHS £56,998, LARC £49,405 , EHC £1,649)	£108,052	£108,052	£108,052

3.1.4 The cost of the interim ISHS service for 2024/25 is £77,611.81 this includes a risk share arrangement and is being supplemented for the interim year by savings achieved from the online service from the published tender value.

- 3.1.5 For Rutland residents who present to service out of the area, the authority is invoiced for reimbursement. This includes areas such as Northamptonshire, Lincolnshire, and Peterborough, but invoices are also received from further afield. The recent commissioning change means Leicester City will also be classed as out of area with effect from 01 April 2024.
- 3.1.6 Out of area activity becomes a cost pressure on top of contractual arrangements and whilst we have no control over what other areas set, we can control what we are prepared to pay. Many local authorities have implemented a tariff protocol detailing what they are prepared to pay and there is usually a notification process via the Director of Public Health. To manage this out of area cost pressure, Rutland will be implementing a tariff protocol that will set the maximum tariff payable to other local authorities for sexual health interventions delivered in their area.
- 3.1.7 The tariff protocol aims to ensure that tariffs are reasonable and a fair reflection of the activities undertaken by out of area sexual health providers. The protocol will constitute a mechanism for budgetary control by overseeing the tariffs set by other local authority and any uplifts to those tariffs. It will assist in the financial management of the Public Health Grant from which the costs of these tariffs will be met. The tariffs have been set after benchmarking with other areas and in line with national guidance. They are likely to have limited impact on those areas who already submit invoices to Rutland.
- 3.1.8 The Council is holding a Departmental Reserve for Public Health, which can help manage the risk of rising demand for out of county services, the current balance on this reserve is £354k.
- 3.1.9 The forecast position for all sexual health services funded by Public Health is £7k underspend in 2023/24.

3.2 LEGAL IMPLICATIONS

- 3.2.1 This section has been approved by Sarah Khawaja, Head of Legal & Democratic Services
- 3.2.2 The procurement process has been drawn up by the Commissioning Support Unit at Leicestershire County Council, in line with the requirements of the Public Contracts Regulations 2015, the Council's Contract Procedure Rules and the Provider Selection Regime introduced in January 2024. It has been agreed with the Commissioning Team.
- 3.2.3 Legal advice on the process has been sought and will continue to be available for advice.

3.3 Risk Management Implications

- 3.3.1 The main risks to this Report and the Council achieving its objectives are as follows:
- 3.3.2 Risks:

- a) If providers do not share information, it may impact continuity of care across the services.

- b) The level of TUPE information shared from incumbent provider may pose a risk if the detail is not sufficient for all potential providers to model appropriately,
- c) No bids received - failed procurement
- d) PSR representation / Legal Challenges - Incumbent provider could submit representation through PSR if unhappy with decision to take procurement through a competitive process. Potential to delay award and cause additional work. Could also go to a national panel.
- e) Judicial review through PCR if we went out of area

3.3.3 Assessment of Risk

- a) Low
- b) High
- c) High
- d) Medium
- e) Medium
- f) Low

3.3.4 Mitigations:

- a) Stakeholders to be included in comms, messages are clear, collaborative and partnership working to keep them informed. Be clearer and tighter on information that we need and when we expect to receive it. Contract contains requirement to support incoming provider with relevant information.
- b) New contract for interim year includes T&C's that allow us to request information in advance and contains a clause re exit strategy. Mobilisation of the interim contract requires staffing organogram at start and end of contract to assess the correlation. Relationship management - ensure provider is aware that TUPE information will be requested and there will be a two week turnaround to supply information. City will also want a clear list of staff before the tender commences too and they are undertaking a management of change process for their new service which commenced on the 1st April 2024, this should be completed by mid-April 2024. Working collaboratively when asking for this information will assist in encouraging the incumbent to provide the necessary information for both parties. Work through staffing list with City once it has been issued. Explore the possibilities of one-off transitional funding to support an incoming provider. Undertake financial scenario planning regarding possible financial configurations and liabilities. Should such an eventuality arise consider withdrawing the ITT and moving to direct award under the Provider Selection Regime (PSR)
- c) The incumbent provider that has the 2024/25 contract will need good staffing compliment to deliver this. If there is a new provider they will have to work together on the service delivery model -if there are key gaps where recruitment

maybe difficult e.g. remove the need for consultants (another County has done this). Outcome based specification not staff specific which will allow the provider flexibility to staff the service in a way that works to achieve the desired outcomes.

- d) It is still possible to make an award to another provider under PSR through a suitable provider route. Potential to continue with existing provider but risk of budget inflation if they did not bid in the tender process. We aim to hold a bidders session to highlight concerns and mitigate barriers where possible prior to tender being released. SMT information has been utilised to inform options appraisal
- e) Seeking legal and procurement advice throughout. Build an additional month of contingency within the procurement timeline to allow for representation. Ensure moderation panel is timely, evaluation notes are clear, recorded and saved.
- f) Utilising a full out of area offer is unlikely. If this was in scope, we would need to thoroughly risk assess and include as an additional risk to track and monitor

3.3.5 Residual Risk

- a) Low
- b) High
- c) High
- d) Medium
- e) Medium
- f) Low

3.3.6 Record of Risk is contained in the Project Risk Register. The project holds a project risk log for all activity, red or amber risks are reported to the Project delivery group who meet every two weeks. Any key risks are reported/escalated monthly to LCC transformation DMT, and the senior responsible officer as required.

3.3.7 Should there be a risk of an unsuccessful procurement prior to the ITT opening then the option to pull the procurement and move to another option under the requirements of PSR will then be explored.

3.4 DATA PROTECTION IMPLICATIONS

3.4.1 A Data Protection Impact Assessments (DPIA) was completed for the original procurement but has not been repeated because there are no identified risks or issues to the rights and freedoms of individuals.

3.5 EQUALITY IMPLICATIONS

3.5.1 An Equality Impact Assessment (EqIA) has been completed for the original procurement exercise conducted in 2023 and was not considered necessary to repeat as there is minimal change to the service model.

3.6 COMMUNITY SAFETY IMPLICATIONS

- 3.6.1 The Council has a duty in accordance with S17 Crime and Disorder Act 1988, when exercising its functions, to have due regard to the likely effect of that exercise of those functions on and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social behaviour).
- 3.6.2 This duty has been considered and there are no community safety implications relating to the recommendations.

3.7 HEALTH AND WELLBEING IMPLICATIONS

- 3.7.1 Sexual health services promote safe sexual practices, flag up unhealthy sexual practices, prevent onward transmission of sexually transmitted infections and reduce unwanted pregnancies with effective contraception.
- 3.7.2 Sexual health services are linked to the Rutland Joint Health and Wellbeing Strategy and Delivery Plan in particular Priority 2 Prevention and Early Intervention.
- 3.7.3 Sexual health services contribute to the Government aspiration to reduce the prevalence of sexually transmitted infections such as HIV and prevent onward transmission.

3.8 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS

- 3.8.1 On 11 January 2021 Rutland County Council acknowledged that it was in a climate emergency. The Council understands that it needs to take urgent action to address it.
- 3.8.2 There are no environmental and climate change implications of the Recommendations.

3.9 PROCUREMENT IMPLICATIONS

- 3.9.1 Advice has been sought from LCC Commissioning Support Unit and Legal around the different Provider Selection Regime approaches. These have been discussed and agreed by the Head of Commissioning and Procurement.
- 3.9.2 LCC intend to move forward with a competitive process for the ISHS recommissioning as per the rationale is outlined in paragraphs 2.3.20/21, and direct award process C for LARC providers that are delivering the interim service.
- 3.9.3 Under the Public Contract Regulations 2015, Award Criteria must be set prior to procurement starting. There is no alternative to setting these in advance. The criteria remain the same and is detailed in appendix B
- 3.9.4 The procurement process will follow an open procurement process in line with the Council's Contract Procedure Rules which will be led by Leicestershire County Council. Details are indicated in the table below. The main change to the model is the move of both the ISHS and LARC to activity from block as this was a provider preference.

Service	Estimated Value per annum	Contract Term Years		Contract Type	Procurement /Direct Award
		Initial	Possible extension	Block or Activity	
Integrated Sexual Health Service	£56,998	4	+1+1	Activity for sexual health intervention on a tariff.	Open procurement
Community based long-acting reversible contraceptive services	£49,405	4	+1+1	Activity	Direct award to existing provider base
Community based emergency hormonal contraception services (EHC)	£1,649	1	+1+1+1	Activity	Direct award to any willing locality-based pharmacies

3.9.5 The value is not above UK Procurement Thresholds.

3.9.6 The timetable for the process is set out in Appendix A and the award criteria are set out in Appendix B.

3.9.7 Under the provisions of the Public Services (Social Value) Act 2012 local authorities are required to consider how economic, social, and environmental well-being may be improved by services that are to be procured, and how procurement may secure those improvements.

3.9.8 Social Value will form part of the tender evaluation process.

3.10 HR IMPLICATIONS

3.10.1 TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) and subsequent amendments may apply to the procurement. Management of TUPE will be assessed as part of the method statement questions and form a key work area for the service mobilisation and implementation phase. TUPE information will be sought from the current provider and will form part of the ITT documentation.

4 BACKGROUND PAPERS

4.1 Recommissioning of Public Health Funded Sexual Health Services, 12th January 2023
<https://rutlandcounty.moderngov.co.uk/documents/s24587/Report%20No.%2006.2023%20-%20Recommissioning%20of%20Public%20Health%20Funded%20Sexual%20Health%20Services.pdf>

- 4.2 Recommissioning of Public Health Funded Sexual Health Services, 6th June 2023
<https://rutlandcounty.moderngov.co.uk/documents/s26740/Report%20No.77.2023%20-%20Recommissioning%20of%20Public%20Health%20Sexual%20Health%20Services%20for%20Rutland.pdf>

5 APPENDICES

- 5.1 Appendix A – Procurement Timetable
- 5.2 Appendix B – Award Criteria
- 5.3 Appendix C – Sexual Health Commissioning Responsibility
- 5.4 Appendix D Provider Selection Regime Flowchart

An Accessible Version of this Report is available upon request – Contact 01572 722577.

Appendix A. Procurement Timetable

Action	By When
Cabinet Approval for Award Criteria	16 th April 2024
[OJEU Notice published /PIN published]	29 th February 2024
Invitation to Tender published	29 th April 2024
Deadline for questions from bidders	21 st May 2024
Tender submissions deadline	29 th May 2024
Evaluation of Tenders	7 th July 2024
Clarification meetings (if required)	9 th July 2024
Approval of Contract Awards	16 th July 2024
Notification of award/start of standstill	17 th July 2024
End of standstill	29 th July 2024
Contract award	30 th July 2024
Contract start date	1 st April 2024

Appendix B. Award Criteria

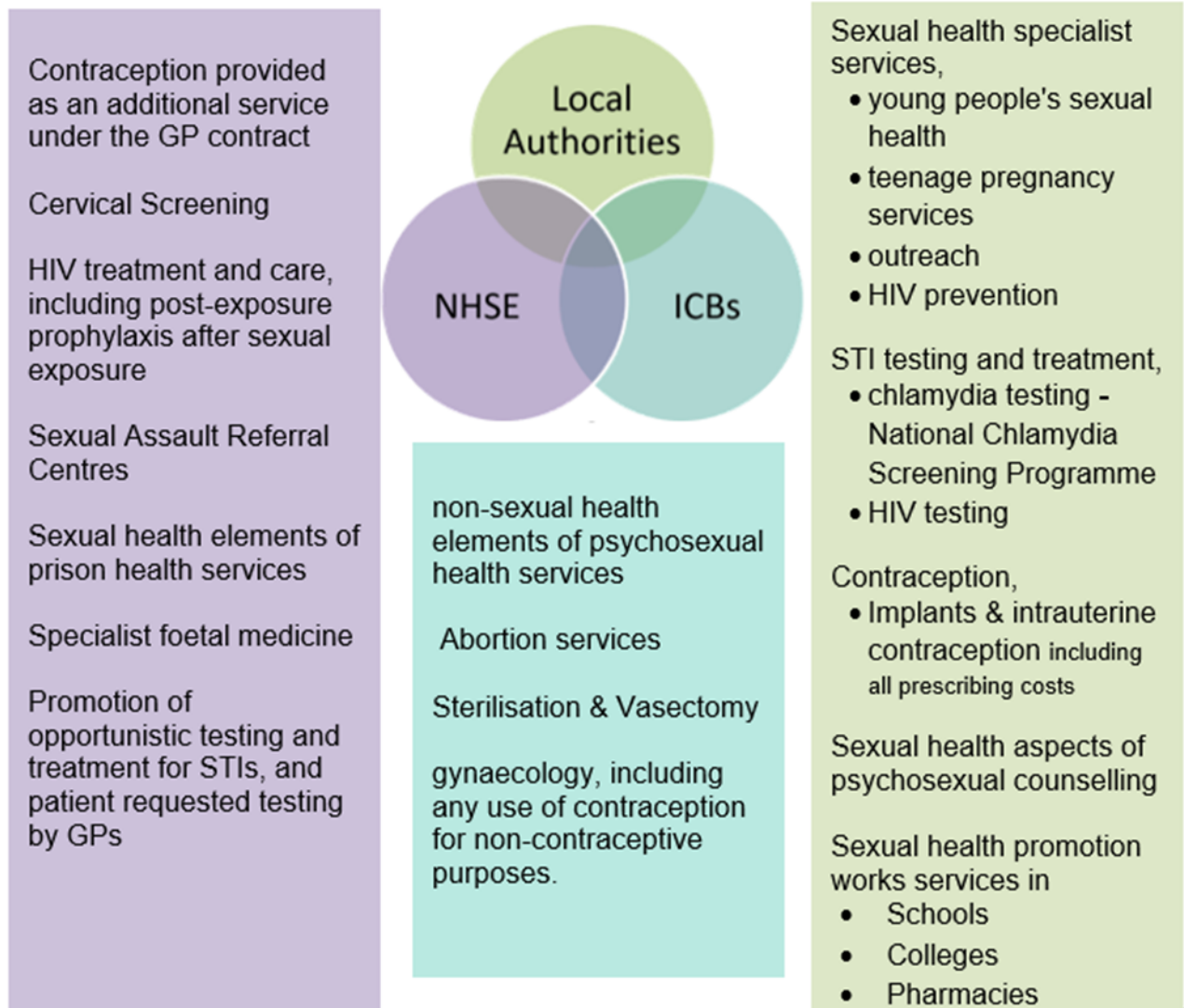
The Price: Quality ratio is 20:80

MSQ	Section/Question	Max. Points	Weighting (%)	Weighted Score
1	Vision & model overview	4	4	16
2	Integrated service	4	4	16
3	Service Delivery – Access	4	4	16
4	Service Delivery (young people)	4	3	12
5	Service Delivery (C-card)	4	2	8
6	Service Delivery (Risk Groups)	4	3	12
7	Service delivery – HIV testing	4	3	12
8	Service delivery – Outreach and Health promotion (at risk groups)	4	3	12
9	Service delivery – Sexual Health Leadership	4	3	12
10	Service delivery – Training, education and sexual health network	4	2	8
11	Service Delivery – Partnership Working	4	2	8
12	Scope – Service Description – Leadership and Standards	4	3	12
13	Scope – Service Description – Safeguarding	4	4	16
14	Scope – Service Description – Training of future professionals and clinicians	4	2	8
15	Experience of providing a sexual health service	4	2	8
16	Quality –Clinical Governance	4	4	16
17	Workforce and Leadership – Staffing	4	4	16
18	Monitoring & Evaluation	4	3	12
19	Continuing Improvements	4	3	12
20	Confidentiality	4	4	16
21	Social Value	4	1	4
22	Mobilisation – Implementation plan	4	4	16
23	Mobilisation – TUPE	4	3	12
24	Service User Panel – Question	4	2	8
25	Service User Panel – Question	4	2	8
26	Service User Panel – Scenario	4	2	8
27	Young People’s Panel – Question	4	2	8
28	Young People’s Panel – Scenario	4	2	8

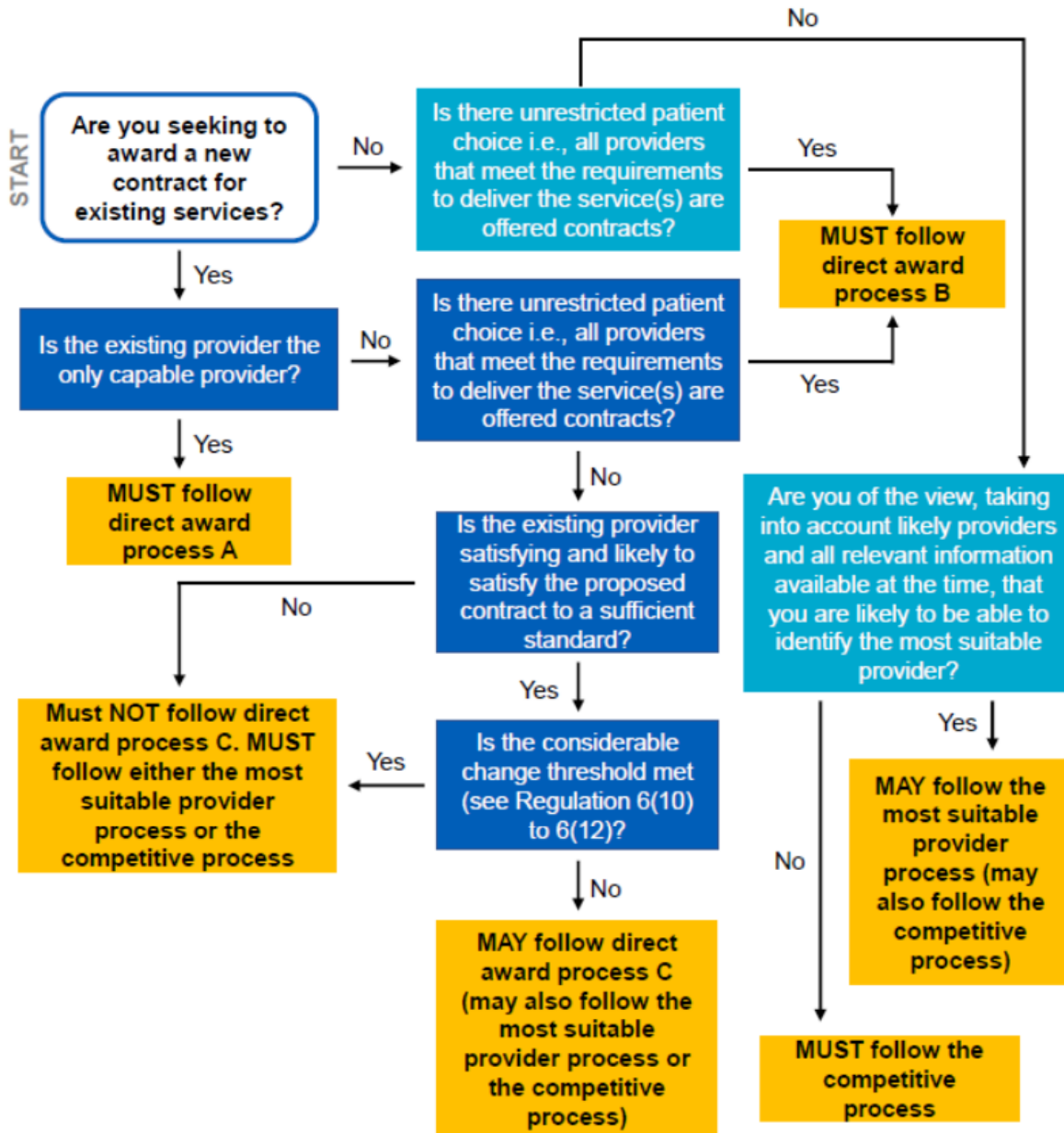
Price criteria:

Of the 20 available for Price, 15 will be attributed to the Total Contract Price submitted as part of the Pricing Schedule and 5 will be attributed to two price questions and these will be assessed using the same methodology as the Quality Method Statement Questions.

Appendix C. Sexual Health Commissioning Responsibilities.



Appendix D Provider Selection Regime Workflow



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CABINET

16 April 2024

ADULT SOCIAL CARE STRATEGY

Report of the Portfolio Holder for Adults and Health

Corporate Priorities	Support the Most Vulnerable	
Exempt Information:	No	
Cabinet Member(s) Responsible:	Cllr D Ellison, Portfolio Holder for Adults and Health	
Contact Officer(s):	Kim Sorsky, Strategic Director of Adults and Health	01572 758352 ksorsky@rutland.gov.uk
	Kelly McAleese, Principal Social Worker and Quality Lead Alison Morgan – Head of Prevention and Assurance	01572 758167 Kmcaleese@rutland.gov.uk 01572 758155 Amorgan@rutland.gov.uk
Ward Councillors	All	

1 SUMMARY AND RECOMMENDATIONS

1.1 This report sets out to provide information on the process taken to develop the Adult Social Care (ASC) Strategy and seeks Cabinet approval to launch the Strategy.

1.2 Recommendations

1.3 That Cabinet approves the Rutland Adult Social Care Strategy 2024-2028

1.4 That Cabinet approves the Adult Social Care vision and priorities.

1.5 Reasons for Recommendations

1.6 The Adult Social Care strategy is a key framework which sets out Adult Social Care's commitment to people within the community and staff within Adult Social Care, for the next four years. It establishes the key priorities and approaches to be taken when supporting adults with care and support needs in line with local and national issues facing Adult Social Care.

2 REPORT

2.1 Background – the previous strategy

2.2 The previous Adult Social Care Strategy covered the time frame of 2019-2022 and included the following aims:

- 1) People live the life they are able to.
- 2) People live independently at home, in a safe environment, for as long as is possible, and in the resident's best interests.
- 3). People's rights, safety, welfare and wellbeing are safeguarded, and we will ensure that, regardless of setting, our services provide good quality care.
- 4) Carers will have their own lives whilst providing support for their loved ones.
- 5) Information, advice and guidance is accessible for all.
- 6) Vulnerable adults, who may be unable to make decisions for themselves or protect themselves from harm or abuse, will have their rights upheld.

2.3 Since the implementation of this previous Strategy, Adult Social Care has faced some key changes such as the new Care Quality Commission (CQC) Assessment regime which became a legal requirement for Local Authorities within the Health and Care Act 2022.

2.4 Local Authorities as of April 2023 will be assessed by CQC on their compliance with their legal duties within the Care Act 2014. The single assessment framework covers a wide range of legal responsibilities and includes how we provide support to people within the local community, how we work in partnership and how we safeguard people at risk of harm and abuse as well as our leadership and support for staff within Adult Social Care.

2.5 Local Authorities will be assessed via evidence prior to an on-site visit. Evidence will include feedback from staff, key stakeholders and people who use services, relevant data, policies and documents outlining our practice and standards. The outcome of CQCs assessment will be an overall outcome of either Inadequate, Requires Improvement, Good or Outstanding.

2.6 It is also anticipated that Local Authorities will face further reforms over the next two years with the introduction of the Cap on Care costs and the new reforms to the Deprivation of Liberty Safeguards, the Liberty Protection Safeguards. Both changes in law were postponed by Government however they have anticipated enactment dates of 2025 at the time of writing this report.

2.7 If these new reforms are introduced, there will be further pressure on Adult Social Care to embed new legal duties, and shape service delivery to manage any increased demand on services. The Adult Social Care Strategy has been informed by these confirmed and potential areas of reform.

2.8 Primarily the Adult Social Care Strategy will be a key document used to highlight our vision and priorities for the next four years. It will also be used as part of our information requirements provided to CQC which evidence the services aims and

objectives.

3.1 **BACKGROUND TO THE PROPOSED STRATEGY 2024 – 2028**

3.2 Since the end of the previous Strategy, Rutland Adult Social Care has worked to design a new Strategy which provides an up to date set of priorities for ASC to work towards. It was designed taking into account the needs of our community and to ensure we continue to reflect our statutory duties but also with the aim of looking to the future, preparing for potential reforms and the growing needs of Rutland.

3.3 It is acknowledged that there has been a delay in implementing a new Strategy. There are several factors which have contributed to this delay which include, increased demands across the service, changes to the Senior Leadership Team , response to reforms within Adult Social Care and response to and impact of the Covid-19 pandemic.

3.4 An initial proposed draft of the Strategy was created following substantial research into national, regional and local themes and trends; this included a full review of both nationally and locally available data.

3.5 It was acknowledged within the review of available data that key priorities for the future include:

- how we intend to provide an integrated focus when meeting complex needs,
- our response to safeguarding concerns, preventative approaches and engagement with our local provider sector and community,
- How we continue to support the crucial role of unpaid carers and;
- the need to ensure we continue to look at and promote creative solutions for promoting independence, which include digital solutions, self-service and assistive technology.

3.6 Revisions to the Strategy were made following consultation and codesign with Senior Leaders, frontline practitioners across ASC and people with lived experience who use ASC services. A draft version of the Strategy was presented on the 29th of January 2024 to the new Adult Social Care Participation Group; a group which is made up of adults with lived experience of using services. Feedback from this Group has also been included within the final version of the Strategy.

3.7 There have been several revisions to the Strategy since its initial design over a period of several months. Practitioners within ASC have reviewed the document within a staff professional development forum and provided feedback, some of which has been incorporated into the final version.

3.8 Amendments to the Strategy from consultation have included:

- Changes to language,
- Removal of jargon
- Revision of priorities

- Changes to layout and format
- Review of content within areas such as the introduction and description of Rutland
- Inclusion of relevant data specific to Rutland
- Revision of the vision and aims
- Development of the priorities

4.0 THE ADULT SOCIAL CARE STRATEGY 2024-2028

4.1 The vision for Rutland ASC for the next four years is ‘Live your best life: Supporting you in the place you call home, where you feel safe, valued and part of your community’. This vision was informed by workshops held with Senior Leadership Team and Practitioners and recognises the core aim of Adult Social Care, which is to support people to achieve the best life possible in line with their views, wishes and preferences.

4.2 The vision connects to the four key priorities within the Strategy: Safe, Community, Valued and Home. These four priorities were developed to recognise the core values of our Social Care Teams when working with people who approach Adult Social Care. Within our four priorities we have developed three aims for continued development that have been identified as an essential focus for Adult Social Care over the next four years.

4.3 Safe:

4.3.1 All adults should be supported in a way which promotes their dignity, rights and overall wellbeing. Which includes supporting peoples safety and intervening in situations where vulnerable adults require protection in line with our Adult Safeguarding duties

4.3.2 The promotion of safety and wellbeing should be universal no matter where someone lives and so we will also proactively collaborate with all local providers of care and support services including our local care homes and domiciliary care providers to enable them to meet the needs of adults receiving their services

4.3.3 In order to ensure that we can meet the needs of all adults eligible for support we will ensure that we optimise the use of our available finances to effectively and efficiently support our local community

4.4 Community

4.4.1 Providing accessible options for people to access preventative support which connects them to our local community resources will be done by creating opportunities for self-directed support which directs people to good quality information, advice and guidance which supports people's wellbeing.

4.4.2 We will also work in partnership with people to recognise their strengths and link them to community networks. This recognises the importance of connected communities and the significant impact that loneliness and isolation can have on people's health and wellbeing.

4.4.3 We will work with key partners including Health and the Voluntary sector to provide an accessible and seamless service. Integrated working ensures that people we support will receive a seamless, holistic service and we will continue to work together to identify innovative ways of supporting our community to receive the best service possible.

4.5 Valued:

4.5.1 To provide the best possible service for people of Rutland, we will continue to recognise the importance of our skilled Adult Social Care professionals. We will value and invest in our staff, through development and learning to provide people with the best quality service.

4.5.2 Coproduction and engaging with the people who use our services will ensure that any future developments are informed by those with expert knowledge. We will continue to listen and engage with our community and learn from their experiences to shape our services now and in the future

4.5.3 We will strive to ensure that people are satisfied with the quality of the support and services they receive from us. Feedback will support us to verify that we are working with people to achieve positive outcomes wherever possible.

4.6 Home:

4.6.1 It is acknowledged that home can mean different things for different people and with that in mind we will focus on helping people to stay, return or find a home as quickly and safely as possible through effective support.

4.6.2 Advancement in digital solutions provides Adult Social Care with opportunities for creativity when looking at different ways to support independence. We will promote the use of technology and digital innovation providing adults with a variety of support options.

4.6.3 With an ageing population we are likely to see an increase in unpaid caring roles. Therefore, we will continue to identify and recognise the role of our unpaid carers and their contribution to our community and look to provide personalised solutions to support them in their caring roles.

5. MEASURING IMPACT

5.1 It is important that we measure the delivery and impact of the four priorities. The Adult Social Care Strategy includes specific reference to how this will be done.

Key performance indicators will support consistent monitoring; this will be in the form of national statutory returns and our local performance indicators. Any variation in performance is scrutinised and areas for learning and development actioned. The CQC will assess Adult Social Care in line with a single assessment framework. The outcome of our assessment will provide evidence of our areas of success and areas for further improvement.

5.2 Learning from feedback from people who use our services, our staff and key stakeholders is something that Adult Social Care already encourages. There are various options available for people to feedback on their experience of accessing, working for or working alongside Adult Social Care. Feedback is collated on a regular

basis and any themes showcasing excellent practice are reported to senior management in Adult Social Care. Any feedback which indicates of an area for improvement are incorporated within our wider quality assurance work and reviewed to ensure effective implementation.

- 5.3 Rutland Adult Social Care has been continuing to develop its local participation forums. There are groups in place such as the Learning Disability Partnership Board and the newly formed Adult Social Care Participation Group which are working on their own areas of co-production and co-design. Adult Social Care will continue, wherever possible to work with these local forums to deliver upon the priorities, ensuring that the views and experiences of people within our community are integrated within, and shape our service delivery.

6 ALTERNATIVE OPTIONS

- 6.1 There are no alternative options. The Adult Social Care Strategy is required to evidence our aims and priorities for the next four years. It is a key document, which sets out areas for further development and will be used to inform key decision made over the next four years.

7 IMPLICATIONS OF THE RECOMMENDATION

7.1 FINANCIAL IMPLICATIONS

This section has been approved by Andrew Merry, Head of Finance.

- 7.2 There may be some indirect financial implications arising from the Health and Care Collaborative work which this Strategy refers to within the 'Community' priority.

7.3 LEGAL IMPLICATIONS

This section has been approved by Angela Wakefield, Strategic Director for Law and Governance.

- 7.4 There are no legal implications with the implementation of the Adult Social Care Strategy.

7.5 Risk Management Implications

Any risks relating to Adult Social Care are reflected within our Adult Social Care Risk register and the Corporate Risk register. This will continue to be updated on a regular basis and will be reflective of the Adult Social Care Strategy. Any challenges with delivery of the priorities will be identified within risk registers.

7.6 DATA PROTECTION IMPLICATIONS

- 7.7 A Data Protection Impact Assessments (DPIA) has not been completed because there are no identified risks or issues to the rights and freedoms of individuals.

7.8 EQUALITY IMPLICATIONS

- 7.9 An Equality Impact Assessment (EqIA) has been completed. No adverse or other significant issues were identified.

7.10 COMMUNITY SAFETY IMPLICATIONS

7.11 This duty has been considered and there are no community safety implications relating to the recommendations regarding the Adult Social Care Strategy.

7.12 HEALTH AND WELLBEING IMPLICATIONS

7.13 There are no health and wellbeing implications arising from this report. It's intended the aims and priorities of the Adult Social Care Strategy will enhance the experience of People living in Rutland when accessing Adult Social Care.

7.14 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS

7.15 On 11 January 2021 Rutland County Council acknowledged that it was in a climate emergency. The Council understands that it needs to take urgent action to address it.

7.16 There are no environmental and climate change implications of the Recommendations.

7.17 PROCUREMENT IMPLICATIONS

7.18 There are no procurement implications arising from the Adult Social Care Strategy

8 HR IMPLICATIONS

8.1 There are the no HR implications arising from the approval of the Adult Social Care strategy.

9 BACKGROUND PAPERS

9.1 There are no additional background papers to this report.

10 APPENDICES

10.1 Appendix A – Draft Adult Social Care Strategy 2024-2028

An Accessible Version of this Report is available upon request – Contact 01572 722577.

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Rutland
County Council

2024-2028

OUR VISION FOR
ADULTS IN
RUTLAND

**LIVE YOUR BEST LIFE –
RUTLAND**

SUPPORTING YOU IN THE PLACE YOU
CALL HOME, WHERE YOU FEEL SAFE,
VALUED AND PART OF YOUR COMMUNITY

#LIVEYOURBESTLIFERUTLAND

Adult Social Care
Strategy

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Councillor Diane Ellison

Portfolio Holder for Adult Care and Health

As the portfolio holder for Adults & Health for Rutland County Council, I would like to introduce our Adult Social Care Strategy.

What makes Rutland unique is its size and the make-up of its population. As the smallest county in the UK with an increasingly older population and many isolated communities, Rutland is wonderfully distinct. Due to our small size, we are able to promote and implement innovative approaches to dealing with issues surrounding Social Care provision. With the entire population similar to a small town elsewhere, one person with moderate social care needs can impact massively on the budget but the social care professionals who support people and provide care have achieved some exceptional results and the following strategy indicates our Adult Social Care ethos of providing a high level of care and kindness.

Adult Social Care supports the community through integration and partnership approaches, aligning together as one joined up service, bringing together a diverse and skilled workforce who provide a responsive, effective personalised service. We are aware of increased national pressures within the social care system to reduce costs but because of our small size this will be difficult, instead we will continue to encourage a multi-disciplinary approach to team working and search for creative solutions. Another aspect of our integrated neighbourhood approach is the RISE service (Rutland Integrated Social Empowerment) who have a multi-disciplinary facilitator who leads on neighbourhood facilitation and coordination, acting as a central point for information relating to health, social care and the voluntary sector via digital platforms which offer information, advice and guidance.

We provide excellent support through our Admiral Nursing Service who support the carers of people living with Dementia. The Carers Team work with individual Carers to support them in their caring role and raise their profile within the community. Our 'Outstanding' in house care provider MiCare offers joined up, personalised care for crisis, hospital discharge and end of life care. Adult Social Care provides a broad range of services including housing and resettlement support, a social work led front door service which responds to safeguarding concerns and new requests for support and the Hospital Discharge Team who prioritise rapid discharge home which frees up hospital beds and improves the flow through the system. For people seeking support Adult Social Care also offer a self-service portal which provides a digital option for those who wish to make referrals online.

Our four priorities encompass our approach to ensuring the dignity of all, and recognises people's right to be safe, supported by a community of networks, feel valued, and respected in a place they call home. Adult Social Care does this by providing a personalised approach which focusses on enhancing well-being.

There is no doubt that difficult decisions will have to be made, especially around budgets and service delivery. The Strategy sets out our priorities for the next four years and will be underpinned by our values of innovation, honesty and kindness and will influence key decisions moving forwards.

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Kim Sorsky

Director of Adult Services and Health

In Rutland, we want people to be able to live their best life. We have an ageing population, many living in rural communities with limited transport, who may find it difficult accessing support to remain independent and safe. This strategy focuses on innovation and improvement for all adults with care and support needs, striving for equality and accessibility across our County.

As the Director of Adult Social Care, I recognise the importance of an efficient and caring social care service that empowers people. With this in mind, the strategy has been co-designed to identify 4 key priorities outlining how we aim to create a resilient and responsive social care system that meets the needs of our community, alongside the growing demand for our services.

Our ambition is to develop a high-quality prevention approach underpinned by an accessible digital offer for those able to self-serve, working closely with partners to provide joined up care. However, we acknowledge the importance of seeing and speaking to people and this strategy demonstrates an investment in our workforce, to provide only the best care.



OUR PLEDGE

We pledge to listen and collaborate with our community, recognising their equal importance in shaping the future of adult social care. Together, we will work towards creating a balanced relationship, which values the experience of adults who require care and support within Rutland.

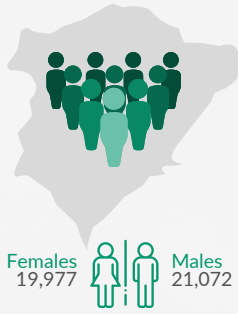


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RUTLAND POPULATION

41,049

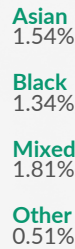
up 9.8% since 2011
above national average of 6.6%



Disability



Ethnicity

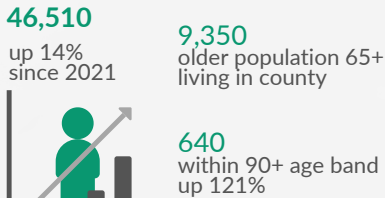


Armed Forces Community



Military veterans **6.9%**
Amongst the very highest densities in local authorities across England and Wales.

Projected Population 2043



Older People

Higher proportion of older population 65+ compared nationally
25.3% Rutland vs **18.4% England**



Carers

Proportion (aged 5+ years) of people providing up to 19 hours of weekly unpaid care
4.5% (Down from 7.7% in 2011)



Adult Social Care



Rutland County Council

Contacts



We receive on average 2700 new contacts into the service each year which are managed via our multi-disciplinary front door.

Self-Service



We offer a number of accessible self-service options to support with provision of information, advice and guidance.

Feedback



We actively promote feedback and hold various co-production groups including the Learning Disability Partnership Board.

Safeguarding



We respond, on average to over 400 safeguarding concerns regarding potential abuse and neglect each year.

Social Prescribing



We work closely with the local Primary Care Network to support people as early as possible and prevent crisis.

Housing



Housing Options and Resettlement Team are integrated within Adult Social Care to provide person centred holistic support.

MiCare



On average we see an 87% success rate in adults regaining independence when being supported by our In House care provider MiCare.

Self-Directed Support



Approximately 39% of all our community based support is in the form of a direct payment, so that adults can employ their own carers to provide them with support.

Hospital



We have an integrated hospital discharge team with nurses who support people home from hospital. **43**

Dementia



We are one of the few Local Authorities in the UK who have an admiral nursing team who support people and their carers living with dementia.

Falls



Our falls prevention strategy in care homes has delivered a 53% reduction in safeguarding for falls and a 75% reduction in falls with injury.

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Introduction to Rutland

Rutland is a county characterised by several factors: its size and rurality, its unique cultural heritage and diverse communities.

The Adult Social Care Strategy sets out the priorities which will support the specific needs of people living in Rutland. We will be engaging with people who use care and support services to work out how we deliver the priorities and will be co-producing solutions. Having developed the priorities with local people and practitioners within social care, this puts us in a strong position to work together to enable more people to live their best life.

Our Corporate Strategy also sets out Rutland County Council's approach to supporting the most vulnerable groups. The priorities below contribute to the Corporate Strategy commitments to helping people within our community to fulfil their potential and to make the best use of our resources.



Rutland has a population of approximately 41,000, with 25% of our population 65+ which is higher than the national average.

We have a slightly higher proportion of men to women within our overall population, and a higher than national life expectancy overall for men and women. Approximately 6% of the population would identify as Black or Asian.



Rutland Adult Social Care supports 3.78% of the adult population with social care needs, of which the majority (75%) are older people, with many more people paying for their own care.

The number of people we support via long term services is set to grow over the next five years by 20%.

Rutland's population is set to increase to approximately 46,510 by 2041, with 9,350 being 65+ and 640 aged 90+. The priorities within the Adult Social Care Strategy take in to account this predicted demand due to an ageing population and the impact this will have on services. The priorities set the foundations for decision making for Adult Social Care within Rutland until 2028. They will act as a guide for prioritising areas for improvement and how we spend money, however also reflect areas in which we already achieve positive outcomes. This has included preventative and integrated approaches which are embedded throughout all that we do and have included initiatives such as falls prevention, early identification of health needs and proactive partnership working with care homes.

Alongside this we continue to meet the needs of all adults who approach Adult Social Care and are eligible for support including those who are moving from Children's Services to Adult Social Care and adults with physical health needs, dementia or with a learning disability and Autism through personalised, strength based support.

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Our Corporate Strategy (2024-2026)



Our Corporate Strategy sets out our wider ambitions and priorities for the next two years (2024-2026).

The Corporate Strategy guides everything we do as a Council. It has been informed by asking residents what is important to them.

The priorities are reviewed every two years to reflect local needs. The strategy has been refreshed for 2024 with four chosen priorities.



All of the four priorities within the refreshed Corporate Strategy are important although particularly relevant for Adult Social Care is:

‘Support the most vulnerable - working collaboratively to improve outcomes for residents, helping those that need additional support to live their best lives.’

Our Adult Social Care Strategy will be key in achieving objectives specified within ‘Support the most vulnerable’ as well as other elements woven throughout the Corporate Strategy.

For further information, you can [access the Corporate Strategy page here.](#)



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OUR VISION

Live your best life – Rutland

Supporting you in the place you call home, where you feel safe, valued and part of your community



OUR FOUR PRIORITIES



Safe

Promoting well-being, protection and dignity for adults.

●We will provide a timely response to concerns about the safety of adults at risk of harm and abuse.

●We will proactively collaborate with all local providers of care and support services, enabling them to meet the needs of adults receiving their services.

●We will optimise the use of our finances to effectively and efficiently support local people.



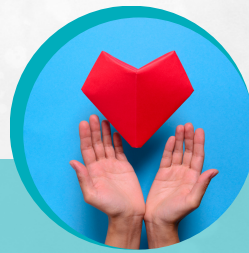
Community

Shared support networks fostering inclusion, belonging and support for adults.

●We will create opportunities for self-directed support by offering good quality information, advice and guidance which supports people's wellbeing.

●We will work in partnership with people to recognise their strengths and link them to community networks.

●We will work with key partners including Health and the Voluntary sector to provide an accessible and seamless service.



Valued

Recognising, respecting and appreciating the unique worth and contributions of individuals.

●We will value and invest in our staff, through development and learning to provide people with the best quality service.

●We will continue to listen and engage with our community and learn from their experiences to shape our services now and in the future.

●We will strive to ensure that people are satisfied with the quality of the support and services they receive from us.



Home

Promoting a secure, personalised environment for well-being.

●We will focus on helping people to stay, return or find a home as quickly and safely as possible through effective support.

●We will promote the use of technology and digital innovation providing adults with a variety of support options.

●We will identify and recognise the role of our unpaid carers and their contribution to our community and look to provide personalised solutions to support them in their caring roles.

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HOW WILL WE MEASURE OUR OUTCOMES?



Staff surveys and feedback from staff



Feedback from people who use services



Feedback from key stakeholders



Data (local and national reports)



Budget monitoring



CQC assessment outcomes

VISIT OUR ADULT SOCIAL CARE PORTAL



Discover support at your fingertips with our adult social care self-service portal.

[Click here to access and take charge of your care needs today.](#)

Or alternatively call our adult duty team on 01572 758 341



KEEP IN TOUCH WITH US AND YOUR COMMUNITY

You can also share your thoughts and views by emailing:


letusknow@rutland.gov.uk



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CABINET

16 April 2024

CORPORATE ASSET REVIEW AND IMPLEMENTATION

Report of the Portfolio Holder for Property, Planning and Economic Development

Corporate Priority	Provide good public services	
Exempt Information	Yes, Exempt Appendix A-D contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A:	
If yes, please state relevant paragraph from Schedule 12A LGA 1972:	Information relating to the financial or business affairs of any particular person (including the authority holding that information).	
Exemption authorised by Chief Executive or in his absence by Strategic Director:	Yes	
Cabinet Member(s) Responsible:	Cllr P Browne: Portfolio Holder for Planning, Property and Economic Development Cllr A Johnson: Deputy Leader and Portfolio Holder for Governance and Resource	
Contact Officer(s):	Penny Sharp, Strategic Director Places	Tel: 01572 758160 Email: psharp@rutland.gov.uk
	Andrew Gordon, Head of Property Services	Tel: 01572758246 Email: agordon@rutland.gov.uk
Ward Councillors	All	

1 SUMMARY AND RECOMMENDATIONS

1.1 Summary

- 1.2 This report is to update Cabinet on the Strategic Outline Business Case for Asset Transformation (seven key assets), obtain approval in principle for the recommendations, and implementation on a self-funding basis.

1.3 The recommendations set a strategic direction of travel to rejuvenate and repurpose key assets and sell redundant assets.

1.4 The proceeds of sale together with revenue efficiencies and borrowing will be used to implement delivery.

1.5 **Recommendations**

1.6 That Cabinet Approves the Asset Review Business Plans and overarching programme of delivery for Phase 1 (Catmose House, Museum and Catmose Cottage) and:

1.7 Delegates authority to Strategic Director Places, in consultation with the Portfolio Holder for Planning and Property, and the Portfolio Holder for Governance and Resource, to commission further technical advice as necessary to work-up options.

1.8 Delegates authority to Strategic Director Resources, in consultation with the Portfolio Holder for Planning and Property, and the Portfolio Holder for Governance and Resource, to market property for disposal (Catmose House, Ashwell Cottage and Ashwell Business Units).

1.9 Delegates authority to Strategic Director Resources, in consultation with the Portfolio Holder for Planning and Property, and the Portfolio Holder for Governance and Resource, to make changes that support income generation from property assets in accordance with Draft Asset Strategy.

1.10 Delegates authority to Strategic Director Resources, in consultation with the Portfolio Holder for Planning and Property, and the Portfolio Holder for Governance and Resource, to transfer Jules House to the LUF Programme to facilitate delivery of a new community asset, in accordance with the LUF grant. This will include approval of spend as dictated by the Contract and Grant Procedure Rules.

1.11 Delegates authority to Strategic Director of Resources, in consultation with the Portfolio Holder for Planning and Property, and the Portfolio Holder for Governance and Resource, to facilitate delivery of the above items on a self-funding basis (i.e. cost neutral with no additional budget pressure to the Council)

Reasons for Recommendations

1.12 To implement the Asset Transformation, by rethinking the delivery of Cultural Services and repurposing the Museum to co-locate the administrative functions of the Council in one building or to concentrate its office function at Catmose House and its cultural and community offering at the Museum.

1.13 Asset transformation will deliver the Council's Corporate Priorities to support; a diverse and sustainable local economy, provide good public services, support the most vulnerable and tackling the climate emergency.

1.14 The sale of redundant assets will generate capital receipts that can be reinvested to provide modern flexible accommodation that will improve efficiency, reduce property related financial liabilities and drive a positive cultural change in working practice.

2 INTRODUCTION

2.1 The Council is strategically reviewing its seven key assets to maximise their potential in terms of financial and commercial gains, enhanced service delivery together with socio-economic and regeneration benefits.

2.2 The seven Key Assets are:

- Catmose House
- Museum
- Catmose Cottage
- Oakham Enterprise Park (OEP)
- The King Centre (KC)
- Jules House
- Ashwell Business Units & Ashwell Depot

2.3 A number of options were considered for each of the Seven Key assets, ranging from Do Nothing to Disposal and a score generated against a criterion.

3 ASSET TRANSFORMATION AND IMPLEMENTATION

3.1 The Council has a small, varied portfolio which includes buildings of historic significance. Most properties were not originally designed or planned for their current use. As a result, a lot of the Council's accommodation is no longer fit for purpose.

3.2 Having reviewed the recommendations and acknowledging the interdependencies between properties; a portfolio-wide approach to Asset Transformation has been developed to support the Council's Corporate Priorities.

3.3 The Council has also considered and concluded that the delivery and implementation of the Asset Transformation needs to be phased and spread over a longer timeframe to recognise the limitations of resource, capacity and the potential disruption to Services.

3.4 **Phase 1: Assets will include:**

- Catmose House
- Rutland County Museum
- Catmose Cottage

3.5 Catmose House

3.6 Catmose House is a substantial G2 Listed mansion, together with later extensions over ground and first floor. The buildings are currently used as the Council's administrative offices, including the Council Chamber, with associated car parking set in mature grounds.

3.7 The old mansion house is not fit for modern office purposes.

3.8 In addition, the general running costs together with ongoing annual repair and

maintenance present a significant lifecycle liability.

3.9 The latter two storey extension offers good, flexible, open plan accommodation but is in need of refurbishment.

3.10 The Chamber offers flexible multi-use space but is in need of redesign and refurbishment.

3.11 Asset transformation is the Council's opportunity to create a modern office environment that supports new ways of working, improves staff retention and provides resilience. It will also drive a positive cultural change with focus on how we work in the future.

3.12 **Rutland County Museum**

3.13 Rutland County Museum is a large, two-story G2 Listed building constructed in 1794. It opened as the County Museum in 1969. It is a popular tourist destination, attracting visitors from all over the country.

3.14 The main display areas are of historic significance but are in need of refurbishment. The cellular offices are inflexible, and access is not DDA compliant. General running costs together with annual repair and maintenance present a significant lifecycle liability.

3.15 Rethinking and reimagining the use of the Museum is key to its successful transformation. Digitising displays, relocating a proportion of artefacts and working with external partners to improve the user experience will generate a greater impact for the County's heritage.

3.16 **Catmose Cottage**

3.17 Catmose Cottage is a G2 Listed property over ground and first floors adjoining the Museum. The Cottage supports the Registrar's service.

3.18 The cellular rooms are inflexible, and access is not DDA compliant, but the building's character supports service delivery. The general running costs together with annual repair and maintenance present a significant lifecycle liability.

3.19 Refurbishing internal areas and connecting it with the Museum to support the Council's HQ operations would provide a more cohesive use of space.

3.20 **Options for the Council's new office accommodation**

3.21 Two options are being considered for the Council's new office accommodation in Oakham. Both will provide approximately 100 desks in a modern, open plan layout, together with a range of meeting rooms, informal break-out space, and associated parking, to optimise hybrid working.

- **Option 1:** Refurbish the Museum (and Cottage) to celebrate the building's unique features together with new-build offices on the Museum site.
- **Option 2:** Refurbish the two-storey extension (existing offices) and the Chamber at Catmose House.

- 3.22 To compare similar outputs e.g. a museum offering improved community and cultural benefits (the Council's vision), will require expenditure to upgrade and refurbish the Museum under Option 2.
- 3.23 A valuation of Catmose House (as a whole site and in parts) has been provided to enable the Council to determine the financial viability (affordability) of both options.
- 3.24 The capital receipt from the sale of Catmose House (or parts) could be used to fund (or contribute towards) the Council's new and or refurbished accommodation.
- 3.25 **Phase 2: Assets will include:**
- Oakham Enterprise Park (OEP)
 - The King Centre (KC)
 - Jules House
 - Ashwell Business Units and Depot
- 3.26 The Council has developed a Draft Asset Strategy for its 7 Key Assets. The Draft Asset Strategy sets a direction of travel for the next 10 years. This will enable assets to be managed more effectively and enable changes and improvements to be made that support Service delivery and income generation.
- 3.27 Having established a direction of travel, individual Asset Plans will be prepared for OEP and KC in line with the Council's wider corporate priorities.
- 3.28 Jules House is a Youth Service centre that closed in March 2020 because of Covid-19. The service continued to provide a service for young people through outreach.
- 3.29 The youth work programme and the Aiming High programme, now use several community venues, including the Methodist Hall, the Family Hub, Catmose House, Active Rutland Hub, and more recently Oakham school. The public health, Teen Health service is delivered in our secondary schools.
- 3.30 Plans are progressing to enhance the libraries, to become Community Hubs, and subject to agreement, will see a dedicated youth space in Oakham library together with satellite spaces supporting the ethos of Jules House.
- 3.31 As the building is no longer required for service delivery an opportunity has been created to repurpose and refurbish it as an asset of community benefit. Levelling Up Fund monies will be used for the building works.
- 3.32 As a result of storms damage (Sept 2023 - Jan 2024) the Ashwell Business Units suffered significant flooding. The buildings are no longer fit for purpose (Transport Service) and damage is being repaired.
- 3.33 Ashwell Depot (Salt Barn and yard) will be retained for Service Delivery under the Highway Contract.
- 3.34 The capital receipt from the sale of redundant buildings will be reinvested in the Council's new office accommodation.

4 BUDGET FOR IMPLEMENTATION

- 4.1 The Asset Transformation will be delivered on a self-funding basis e.g. on a cost neutral basis with no additional budget pressure to the Council.
- 4.2 The Exempt Appendix A details the financial implications arising from Asset Transformation.

5 CONSULTATION

- 5.1 There is no legal requirement to consult on the Asset Transformation.

5.2 Legal Implications

- 5.3 Legal advice will be taken to support recommendations, with any matters arising investigated and undertaken as required.

5.4 Risk Management Implications

- 5.5 The main risks to this Report and the Council achieving its objectives are outlined in the Exempt Appendix A.

- 5.6 Asset Transformation will be delivered as a corporate priority under the Capital Project Board. The board will ensure appropriate reporting, governance, and risk management.

5.7 Environmental and Climate Change Implications

- 5.8 On 11 January 2021 RCC acknowledged that it was in a climate crisis. The Council understands that it needs to take urgent action to address it.

- 5.9 All works will comply with current EPC legislation, improve building efficiency and actively reduce energy consumption.

5.10 APPENDECIS

Exempt Appendix A: Exempt Report - Commercially Sensitive Information.

Exempt Appendix B: Schedule of Previous Decisions Relevant to this Report.

Exempt Appendix C: Catmose House Valuation and Initial Feasibility.

Exempt Appendix D: Draft Asset Strategy.

An Accessible Version of this Report is available upon request – Contact 01572 722577.

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

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CABINET

16 April 2024

LEISURE FINANCING

Report of the Leader of the Council

Corporate Priorities	All	
Exempt Information	Yes, the appendix to the report contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A: Information relating to the financial or business affairs of any particular person (including the authority holding that information).	
If yes please state relevant paragraph from Schedule 12A LGA 1972: Exemption authorised by Chief Executive or in his absence by Strategic Director :		
Cabinet Member(s) Responsible:	Councillor G Waller, Leader of the Council Councillor A Johnson, Deputy Leader and Portfolio Holder for Governances and Resources	
Contact Officer(s):	Mark Andrews, Chief Executive	Tel: 01572 722577 mandrews@rutland.gov.uk
	Kirsty Nutton, Strategic Director for Resources	Tel: 01572 722577 Knutton@rutland.gov.uk
	Angela Wakefield, Strategic Director for Law and Governance	Tel: 01572 722577 Awakefield@rutland.gov.uk
	Penny Sharp, Strategic Director for Places	Tel: 01572 722577 Psharp@rutland.gov.uk
Ward Councillors	N/A	

1. SUMMARY AND RECOMMENDATIONS

1.1. Summary

1.1.1. At its meeting of 25 March 2024 Council considered the information contained within report number 26/2024, the report of the Leader of the Council on the

subject of the contract for the operation of Catmose Sports Centre (Leisure Contract) and voted upon the recommendations outlined in the exempt Appendix B to the report.

- 1.1.2. Cabinet is now required to consider the information contained within this report and to approve a recommendation to Council as set out below. This will involve consideration of the Council's Medium Term Financial Strategy (MTFS), its Corporate Strategy and options for funding leisure (including options for subsidising the Leisure Contract).

1.2. Recommendations

- 1.2.1. That Cabinet recommends the proposed options to funding leisure for Council to consider and approve.

1.3. Reasons for Recommendations

- 1.3.1. There are significant savings across all directorates of the Council and a number of risks in the delivery of these savings. There may also be a need to find further savings in future years if cost, demand or government funding does not meet the current assumptions in the Council's Medium Term Financial Strategy.
- 1.3.2. There is no statutory requirement for councils to provide sports and leisure services and facilities. Councils receive no dedicated funding from government to provide sports and leisure services and facilities. It is therefore important that, if Council consider options for funding leisure, the approach must minimise the impact on the Council's statutory duties and subsequent levels of service performance.
- 1.3.3. It is therefore recommended Cabinet consider removing planned investments in areas using the following criteria where there are no
- recent and / or significant new duties
 - trend of demand / cost increase
 - investment requirement to deliver savings
- 1.3.4. This recommendation is not without risk as areas that fit these criteria have been identified for investment in line with the priorities and ambitions of the refreshed Corporate Strategy. The two areas that most closely fit the three criteria above are investment in a Climate Change Officer and investment in additional flood expertise and capacity. It should be noted that the council had approved these areas as key investments to deliver its priority 'Tackling the Climate Emergency'. These are considered in more detail alongside all other areas of the Council services from 2.2 in this report.
- 1.3.5. Cabinet should consider this recommendation and the other options covered in this report in terms of their relative priority to subsidising leisure.

2. REPORT

2.1. **Background & Context**

Financial Sustainability

2.1.1. The Council, and therefore all Members, are required to set a balanced budget each year. This means that all expenditure needs to match the income resources received in year.

2.1.2. Full Council agreed the Integrated Budget Plan unanimously for the financial year 2024/25 and the strategy over the medium term up to 2027/28 on 26 February 2024. Inherent in this budget approval the Council approved the continuation of the budget assumption that Catmose Sport Centre would operate at net nil cost with no additional budget provision to support the contract provider.

2.1.3. If Council was to subsidise the Catmose Leisure facility, a budget is required for each of the contract's 10 years. In general terms the Council has two approaches to reduce expenditure previously approved in the budget, which have been considered within this report, these are:

- Reducing the additional service investments identified in 2024/25 and ongoing – this would result in not delivering some of the Corporate Strategy as originally planned when the budget was set.

Or,

- Identifying further savings which may mean stopping some services, given that the transformation savings are challenging as detailed in the budget papers risk allocations – this would result in not delivering some of the Corporate Strategy as originally planned when the budget was set.

2.1.4. The Integrated Budget Plan and Medium-Term Financial Strategy (IBP & MTFS) is not without risk. The Chief Financial Officer Robustness Statement notes the following risk factors with regards to the budget estimates:

- Savings rely on significant transformational change with how the public interact with the Council
- Saving options that are not directly within the Council's gift to deliver eg use of partners to generate savings
- Considerable amount of work needed to deliver the savings and additional income, and there is a risk regarding the capacity and pace needed to deliver the whole package of savings
- Predicting demand pressures will always be a challenge, particularly when individual placements can be hugely expensive
- People's behaviours have undoubtedly changed from the pandemic years and may continue to do so now through the Cost-of-Living period
- For many years, inflation has been low and stable. Predicting where rates will go over the coming year remains difficult.

2.1.5. Linked to the above inherent budget risks the Council agreed the Reserves Strategy & Policy as part of Budget Council on the 26 February 2024. All members agreed unanimously that reserves would be used for the investment for financial sustainability or as part of risk mitigation. Therefore, it was agreed post 2024/25 that Reserve funds will no longer be used to meet ongoing

revenue cost commitments.

2.1.6. An extract of the Council budget papers for estimated pressures, savings and income over the medium term follows:

Budget movement from 2023/24	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
2023/24 budget gap	589	589	589	589
Prior Year Budget Adjustment	1,215	1,247	1,247	1,347
Pressure - Demand	765	1,299	1,851	2,421
Pressure - Inflation	1,329	2,425	3,687	4,990
Service Investment	964	1,025	1,164	1,104
Pay award & risk management	1,198	1,648	2,326	2,684
Additional costs	6,060	8,233	10,864	13,135
Additional funding	(3,326)	(5,332)	(6,819)	(8,555)
Gap before savings	2,734	2,901	4,045	4,580
Transformation & savings	(1,865)	(2,901)	(4,045)	(4,580)
Gap to be funded from reserves	869	-	-	-
Savings as a % of budget	3.5%	5.3%	7.1%	7.7%

Recent Budget Experience - 2023/24 Financial Performance

2.1.7. The 2023/24 financial performance is forecast to be favourably impacted by better interest returns on cash balances as interest rates increased during the year following the Bank of England interest rate rises to combat inflationary pressures experienced at the national level. This additional income masks the performance of service budgets where an overspend of £40k in the Quarter 3 Cabinet report is forecast. Within the services, expenditure pressures include

- Adult Social Care – increasing complexity of care cases, alongside increased costs from suppliers
- Childrens Social Care & Family Help – deployment of interim cover to avoid safeguarding risks and a high need placement costs
- Waste Management – alternative provision required in year for the transfer station
- Transport – additional demand from Special Educational Needs transport and Home to School transport.

These pressures are being offset by various vacancy savings. The level of vacancies across Council services, alongside financial sustainability, are the two highest risks in the Council's Strategic Risk Register to the delivery of the Council's Corporate Strategy.

Summary Financial Context

2.1.8. In summary to be financially sustainable the Council's ongoing revenue commitments need to match income receipts. If Council deems that the award of this Leisure Contract delivers better on its Corporate Strategy, then the current budget priorities agreed by Council on 26 February need to be reconsidered to identify the funds to meet the ongoing budget requirement for this contract. The approach outlined below provides Cabinet with options to

reconsider the balance of the Corporate Strategy priorities and resulting amendments to Integrated Budget Plan for 2024/25 that would be required with Full Council approval.

2.2. Options Considered

2.2.1. The following options have been considered for funding leisure (including options for subsidising the Leisure Contract)

2.2.2. Adult Social Care Services

2.2.2.1. The adult social care system has been allocated a saving of £1.683m additional to a £0.128m saving for carers from 2023/24 (8% of the Adult Care budget). This is to be achieved through the redesign and further integration of health and care services, utilising shared resources to secure a more efficient and cost-effective model to reduce demand. Experienced activity during 2023/24 means that £0.409m has already been removed from the placements budget through negotiating residential fees, a more significant saving of £1.274m is planned over the current MTFs through more targeted preventative health and care models.

2.2.2.2. The care market has already become more unstable since setting these targets putting savings at risk. Failure to achieve the planned impact or future need for additional savings could require decisions about reducing preventative services. Reducing the social worker workforce and increasing caseloads remains a future option in a worst-case scenario, although not recommended in the current context. It is therefore not recommended additional savings to fund leisure are taken from this area.

2.2.2.3. Impact on Corporate Strategy – reducing funds to ‘Support the most vulnerable’ and ‘Provide good public services’.

2.2.3. Housing and Homelessness

2.2.3.1. The Housing service is a service where there have not been any planned reductions as it is a service under pressure. Homelessness in Rutland has increased in recent years, driven primarily by rising rents and family breakdown. There have also been additional responsibilities placed on the housing service related to various refugee schemes such as the Homes for Ukraine scheme or the Afghan Citizens Resettlement Scheme (ACRS). There are no planned investments for this service against the backdrop of increased demand, although some short-term grants have assisted the service to manage capacity. With increasing demand, uncertainty of future grants and no planned investments it is not recommended savings to fund leisure are taken from this area.

2.2.3.2. Impact on Corporate Strategy – reducing funds to ‘Support the most vulnerable’

2.2.4. Children’s Services

2.2.4.1. Children’s Services has been allocated a saving of £0.683m additional to the £0.085m previously identified in 2023/24 for professional fees and equipment (8% of the Children’s budget). £0.295m is to be met through the implementation of demand/care cost management approaches including Multi Systemic

Therapy and foster care recruitment. £45k has already been met through a commissioning review, however the complexity of cases and the rising costs of placements creates risk in the delivery of the full saving.

2.2.4.2. The service will also make a number of savings through structural changes. £0.119m is to be delivered by integrating targeted family support into the social care structure. A further saving is to be delivered as part of the children's early help and adult learning services contribution to the £0.510m saving for the new communities' service, which establishes an integrated all-age community offer to provide preventative support and targeted intervention to prevent escalation of needs. This saving equates to a 20% reduction of the contributing budgets.

2.2.4.3. Failing to achieve demand/care cost reductions, meet all the community's transformation savings, or meet a future need for additional savings would likely require a less transformational approach to the communities service plans. This would mean stopping a significant proportion of preventative services to be able to exceed the relatively ambitious savings targets already set for the communities' service transformation. Reducing the social worker workforce and increasing caseloads remains a high risk future option in a worst-case scenario, although not recommended in the current context. It is therefore not recommended additional savings to fund leisure are taken from this area.

2.2.4.4. There is also a service investment of £45K to meet the staffing pressure due to increasing numbers of care leavers, it is not recommended to stop this investment to fund leisure.

2.2.4.5. Impact on Corporate Strategy – reducing funds to 'Support the most vulnerable' and 'Provide good public services'.

2.2.5. **Library and Active Rutland Services**

2.2.5.1. A saving is to be delivered as part of the Library and Active Rutland services contribution to the £0.510m saving for the new communities' service, which establishes an integrated all-age community offer to provide preventative support and targeted intervention to prevent escalation of needs. This saving equates to a 20% reduction of the contributing budgets.

2.2.5.2. As mentioned above failing to meet all the Communities transformation savings or meet a future need for additional savings would likely require a less transformational approach to the Communities service plans. This would mean in the main stopping a significant proportion of library services, such as consolidating onto a single library site, to be able to exceed the ambitious savings targets already set for the Communities service transformation. It is not recommended additional savings to fund leisure are taken from this area.

2.2.6. Impact on Corporate Strategy – reducing funds to 'Support the most vulnerable' and 'Provide good public services'

2.2.7. **Transport Services**

2.2.7.1. Transport currently has a saving target of £0.665m (13% of the transport budget). £0.300m (56% of the public transport budget) is planned to be delivered through a redesign of the public Bus network to deliver a model which is sustainable, costs less, drives up passenger use and improves accessibility

to services including health and education.

- 2.2.7.2. To meet the overall saving there will be a need to review the discretionary post-16 transport contribution to save £0.100m (13% of the post 16 subsidy) and the SEND transport offer to save a further £0.265m (15% of the school transport budget). The current budget invests £0.300m to cover increased demand for school and SEND transport and recent modelling suggests this will not be sufficient.
- 2.2.7.3. Failing to achieve cost reductions or meet a future need for additional savings would require a less transformational approach to discretionary bus spending, by withdrawing all supported bus service subsidy, as other Councils are planning on doing. It is not recommended additional savings to fund leisure are taken from this area.
- 2.2.7.4. Impact on Corporate Strategy – reducing funds for ‘Tackling the Climate Emergency’ and ‘Provide good public services’.

2.2.8. Investment and Visitor Economy

- 2.2.8.1. There were previous permanent savings in economic development, leaving the Council with a single Sustainable Economy Manager, which was held vacant. The governments levelling up agenda has led to some significant changes in policy in this area with Local Enterprise Partnerships transitioning to local government, further legislation on devolution and significant grants such as UK Shared Prosperity Fund (UKSPF) coming to local authorities to support the economy. The Sustainable Economy Manager has now been recruited in order to support developments in this area and promote inward investment. It is therefore not recommended additional savings to fund leisure are taken from this area as it will mean there is no capacity to undertake this work.
- 2.2.8.2. Our Cultural services, a major part of our contribution to our visitor economy, currently has a saving target of £0.301m (42% of the cultural budget). The current work being undertaken is to develop a cultural offer in partnership with other key stakeholders that enhances the visitor economy, increases income and reduces the financial subsidy to the Council. There is an investment to support the redesign of the Council's heritage service with a role required to facilitate the work, this will be self-funded by year three and four with income by 26/27.
- 2.2.8.3. Failing to achieve cost reductions or meet a future need for additional savings would require a less transformational approach to discretionary cultural subsidy and would require closure of the majority of the Council's cultural offer, such as closure of the County Museum. It is therefore not recommended additional savings to fund leisure are taken from this area.
- 2.2.8.4. Impact on Corporate Strategy – reducing funds to create ‘A diverse & sustainable economy’ and ‘Provide good public services’.

2.2.9. Environment and Waste Services

- 2.2.9.1. Environment and waste services have a required saving of £0.350m (4.8% of the environmental services budget). £0.100m is being achieved through increased income generation from Green Waste charges, with a further

£0.250m required through the reduction of spend on the public realm. £0.100m of this has been achieved through a reduced grass cutting regime.

- 2.2.9.2. However, £0.150m is still undefined and will require a reorganisation of public realm services, rescaling our revenue commitments whilst maintaining a safe public realm. Work is underway to realise this including some early discussions about the transfer of parks and open spaces, as well as considerations for the minimum replacement costs for signage and street furniture. However, this saving is still likely to include some reductions in spend on rights of way (budget of c£56k), street lighting (budget of c£214k, net of £100k income) and potentially a contribution from highways maintenance spend. As there remains an undefined saving of £150k it is not recommended that additional savings to fund leisure are taken from this area.
- 2.2.9.3. Waste costs have been rising and the failure of a third-party waste transfer station in Rutland has driven up costs further. This required a £0.120m investment to cover additional costs for the alternative. It is not recommended to remove this investment to fund leisure as the cost of the alternative site will remain.
- 2.2.9.4. There are a number of environmental investments that have been added to the current budget. Climate Change officer (c£49k) which has been added back into the budget after being held vacant during 2023/24, investment in capacity to further support the delivery of our flood authority duties (c£46k) and investment to fund new biodiversity duties (a net c£67k investment). It should be noted that it remains unclear if a grant for biodiversity duties will continue in future budget settlements.
- 2.2.9.5. Given the current position across service areas removing planned investments in areas where there are no recent and/or significant new duties; trend of demand/cost increase or investment requirement to deliver savings is the most reasonable approach to funding leisure. Although cabinet will need to consider the impact on its priorities.
- 2.2.9.6. The investment in a Climate Change officer closely matches this approach. While there are provisions and implications for local government in the recent Environment Act many can be addressed within the responsible services, e.g. biodiversity or waste. That said the Council has not undertaken work that was earmarked for the climate change officer as this post was held vacant. This has meant that no proactive work has been done on the Carbon Reduction plan / strategy over and above what services are already indirectly contributing through existing activities. If agreed, it will mean the council will not have a resourced plan to achieving it's net carbon zero ambitions and is therefore likely not to meet these ambitions.
- 2.2.9.7. The investment in additional flood expertise and capacity also broadly fits these criteria. That is not to say this investment is not required or is not an important aspect in the delivery of the Council's agreed corporate priorities. There was recognition in the current budget plan, reinforced by recent unprecedented flooding in the County, that the Council wanted to resource a much more proactive approach to managing the impact of climate change. However, the Council has undertaken it's duties as lead flood authority since 2010 without this additional investment, albeit within the limitations of current resources. The

Council needs to consider if this position could be maintained if it is to prioritise funding Leisure. Although we will deliver our core main duties and retain our powers such as those to enforce obligations to maintain flow in a watercourse. Stopping this investment will impact the council's ability to work more proactively with local communities and watercourse owners on preventative actions. Not investing as planned will also affect the council's ability to respond if recent unprecedented flooding events in the county become a future trend.

2.2.9.8. Impact on Corporate Strategy – reducing funds for 'Tackling the Climate Emergency' and to 'Provide good public services'.

2.2.10. Licensing and Regulatory Services

2.2.10.1. This area has seen an investment of £0.088m due to increased costs associated with the delivery of our Licensing and regulatory services by Peterborough. At budget setting consideration was given to proposals for reducing the frequency of food safety inspections to reduce overall costs by taking a greater risk-based approach to inspection frequency. This was discounted as it was felt it could put individuals and communities at risk and damage local businesses and key parts of the economy. Council also approved the shared services agreement at its meeting 25 March 2024. It is therefore not recommended to remove this investment to fund the leisure contract.

2.2.10.2. Impact on Corporate Strategy – reducing funds to create 'A diverse & sustainable economy' and 'Provide good public services'.

2.2.11. Highways Services

2.2.11.1. Highways is a service where there have not been any planned reductions as it is a service under pressure. The service is looking to address capacity issues through the implementation of a permitting scheme that brings in additional income to offset the majority of investment requirements to meet demand. This still results in a required net investment of £34k. Removing this investment would remove capacity required to meet demand and would prevent delivery of a permitting scheme, forgoing £180k additional income (£60k net of staff costs) to support capacity increase. If further reductions in revenue costs are required consideration may need to be given to highways maintenance spend, although the current drainage and jetting regime should always be protected given recent flooding incidents. It is therefore not recommended additional savings to fund leisure are taken from this area.

2.2.11.2. Impact on Corporate Strategy – reducing funds to create 'A diverse & sustainable economy' and 'Provide good public services'.

2.2.12. Planning Services

2.2.12.1. Planning is another service where there have not been any planned reductions. The service has had a time limited investment in capacity to meet demand of having no local plan which is enabling it to meet current demand, although not meet all expectations. It is likely that the planning service will find difficulty in meeting future demand when this additional resource is stopped, even with increases in planning income. It is not recommended that the service reduces further beyond this reduction as it may struggle to meet government targets for

progressing planning applications. It is therefore not recommended additional savings to fund leisure are taken from this area.

2.2.12.2. Impact on Corporate Strategy – reducing funds to create ‘A diverse & sustainable economy’ and ‘Provide good public services’.

2.2.13. Enabling Services (back-office costs)

2.2.13.1. Back-office services have been set a saving of £0.588m additional to the £0.314m achieved in 2023/24 (9.7% of the enabling services budgets). The savings in back-office costs require investment in technology and systems to amend the way internal and external customers interact with the corporate back-office services. This will result in more reliance in a self-help approach that will enable the professional expertise within the services to resolve the most complex of cases only as the amount of resources used to deliver these services are reduced over the medium to long term. As the services deliver more tailored services based on need, service provision will be rationalised based on evidenced data metrics rather than a more expensive and general ‘one size fits all’ approach. This approach relies on an increased focus and use of Business Intelligence with data and performance metrics and measures being key.

2.2.13.2. The ‘saving’ noted above includes additional income from commercial property rents of £0.060m, see link to 2.2.14 income generation options.

2.2.13.3. Enabling Services are the Council’s corporate core, providing the expertise necessary to ensure the efficient and effective operation of all Council services. The services include those set out in the following non-exhaustive list and are those required to:

- employ staff
- ensure payments are made
- that income is raised and received
- support our most vulnerable in society through benefit payments
- ensure that systems and IT infrastructure are safe and secure, modern and fit for purpose
- ensure that statutory returns and documents are produced for key stakeholders
- financial controls are efficient and effective with public funds protected
- value for money is achieved through well managed commissioning and robust procurement and negotiation
- that the Council acts lawfully and is able to defend and prosecute its position appropriately
- ensure the good governance necessary to support sound decision making
- customer services providing first line support for resident and business query resolution and care package funding
- data driven information to measure and improve service performance
- communication of Council services, including support for residents, new service delivery methods, and emergency updates such as road closures

- 2.2.13.4. It is not recommended that the services are reduced further beyond the reductions included in the MTFS as additional reductions would result in loss of corporate capacity, affecting the Council's ability to deliver core functions, thereby increasing the risk to the already high risks included in the Council's Risk Register. It is therefore not recommended additional savings to fund leisure are taken from this area.
- 2.2.13.5. Impact on Corporate Strategy – reducing funds to 'Provide good public services' and inherently enabling the delivery of all the Corporate Strategy priorities.

2.2.14. Income Generation

- 2.2.14.1. The Council can generate funds in the form of Fees and Charges, by 2027/28 this is estimated to be £6.3m. The Council approved a Fees & Charges Policy as part of the budget approval in February 2024 and provides a framework for the Council to ensure that fees and charges are kept under review to ensure that services provide value for money to all residents; that charging potential is maximised, and charging principles are applied consistently.
- 2.2.14.2. The budget contains increased income opportunities to offset cost of service of 4.7%. Additional income is being raised through Garden Waste £0.100m, introduction of a Highways permitting scheme £0.180m, and £0.062m additional income generated from the redesign of the Council's heritage services. The Council has factored in commercial property gross income of £0.979m, including rental increase £0.060m. This means that current rental returns at 3-5% depending on the site.
- 2.2.14.3. Additional income generated from increased car parking fees has been discounted beyond the proposed increase for 24/25, given the cost-of-living impact, and continued recovery post Covid-19 that would impact on the businesses and tourism that rely on footfall to the area (2024/25 £0.562m). In general terms the Council may not make a profit on its charging activities, subsidise other services, and cannot charge for services that customers do not choose to use.
- 2.2.14.4. Impact on Corporate Strategy – to create 'A diverse & sustainable economy'.
- 2.2.14.5. Following the 2023/24 performance of interest receipts from investment of cash balances the IBP and MTFS assumptions were updated to reflect the greater interest rates and higher cash balances through receipt of grants in advance of activity being undertaken such as from the capital projects and reserves not being drawn down as quickly as planned. As a result, additional interest receipt of £2.0m has been estimated across the MTFS period. It is not recommended that further interest receipt target is added given that interest rates are predicted to reduce as inflation reduces, that cash balances are forecast to reduce as reserve balances decline and capital projects are progressed, and that this is not a reliable source of funding for a 10 year contract given the economic variables of this income source.
- 2.2.14.6. There are no specific grants available to fund this contract. Use of Public Health grant funding was considered and discounted as it would not be an appropriate use of Health funds to subsidise a private sector supplier. Instead, the Public Health grant is targeted for health interventions such as exercise referrals and

not open access to leisure facilities.

2.2.15. Members Allowances

- 2.2.15.1. An independent report has highlighted that there is a gap between the Council's member allowances and those at comparator authorities. It is therefore not recommended to reduce these allowances further from the £280k budgeted in 2024/25. Further the report recommended that following elections to the authority, the council should consider how to close that gap. The MTFS assumes funding an increase from 2026/27, however the budget assumption states this will be contingent on wider MTFS assumptions at the time of implementation.
- 2.2.15.2. Based on the current economic climate, and current indications of the Government's approach to public sector finances and Local Government specifically, the current view is that it is unlikely that conditions will allow for this to be implemented. As this will not be considered until 2026/27 and it is unlikely conditions will allow this uplift to be implemented it is not recommended additional savings to fund leisure are taken from this area.

2.2.16. Do Nothing Option – Corporate Strategy Priorities & Funding Maintained

- 2.2.16.1. The 'Do Nothing Option' would be to maintain the balance of priorities and therefore funding of services as unanimously agreed by Full Council 26 February 2024. It would require Leisure Services to be provided at net nil costs to the Council. This option is considered in more detail in Appendix A.
- 2.2.16.2. Impact on Corporate Strategy – delivery of the Corporate Strategy as funding levels maintained as agreed in the Integrated Budget Plan 2024/25.

2.3 Consultation

- 2.3.1 A public engagement exercise has been undertaken on the refreshed Corporate Strategy alongside the Integrated Budget Plan 2024/25. Representations were sought from a range of stakeholders to enable residents, partner organisations, businesses and other interested parties to feedback on the budget proposals, which had been designed to deliver on the refreshed Corporate Strategy. Cabinet should consider these responses when considering the options and recommendations in this report ([Appendix J of the Council report – 04/2024 Integrated Budget plan & Medium Term Financial Strategy 2024/25 to 2027/28](#)).

3 IMPLICATIONS OF THE RECOMMENDATION

3.1 FINANCIAL IMPLICATIONS

- 3.1.1 This section has been approved by Kirsty Nutton, Strategic Director for Resources.
- 3.1.2 The main financial issues arising for this Report are contained in the main body of this report, and specific details linked with the Leisure Contract costs are contained in Appendix A to this report alongside consideration of specific risk factors inherent in the contract assumptions.
- 3.1.3 The Council is under a legal duty to meet the full requirements of Section 31A

of the Local Government Finance Act 1992, which includes the obligation to produce a balanced budget. For the 2024/25 financial year this decision was on 26 February 2024.

- 3.1.4 For the remainder of the year, the principal purpose of the Budget is to set the upper limits of what the executive (Leader, Cabinet or officer under delegated executive authority) may decide to spend the Council's resources on. The Council cannot, through the budget, overrule an executive decision as to how to spend money, but the Budget will require the Cabinet to exercise their responsibilities for decision making so as not to make a decision where they are 'minded to determine the matter contrary to, or not wholly in accordance with the authorities 'budget''. This means that a decision that leads to excess expenditure, a virement from one budget heading to another over the amount allowed by Council in the Integrated Budget Plan and Medium-Term Financial Strategy, or expenditure of unexpected new money outside the Budget is required to have approval of the Council before the Leader and the Cabinet can make that decision.
- 3.1.5 With regards to the general financial risk Local Government has become increasingly exposed to risk and instability within the system. It has become financially stretched following over a decade of funding cuts and austerity measures, and the uncertainty around future funding and wider public sector reforms causes added difficulties for strategic planning. It remains true that the Council faces financial challenges, with early indications from government suggesting a return to the level of cuts seen in the years of austerity.
- 3.1.6 There are rising external factors creating an additional layer of financial risk such as the rising cost of the national living wage, the impact of inflation, increasing energy prices and additional burdens placed on Councils from further government reforms such as with waste collection and disposal, and adult social care reform. Recent experience of the latter risk is that new burdens are more costly than the funding attached from government.

3.2 LEGAL IMPLICATIONS

- 3.2.1 This section has been approved by Angela Wakefield, Strategic Director for Law and Governance.
- 3.2.2 Cabinet is permitted to discharge its executive functions subject to the provisions of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 but also to the extent determined by the Council's Budget and its Policy Framework. Any decision which would be contrary to the Policy Framework or contrary to/not wholly in accordance with the Budget is a matter for Council.
- 3.2.3 Article 4 of the Council's Constitution stipulates that only Council will exercise the function of approving or adopting the Policy Framework and the Budget.
- 3.2.4 The Policy Framework includes the Council's Corporate Strategy, which was most recently approved by Council at its meeting on 26th February 2024.
- 3.2.5 As stated at 3.1.3 above, the obligation for Council to set a balanced budget each year in accordance with section 31A of the Local Government Finance

Act 1992 is an obligation upon all Members of the Council.

3.3 RISK MANAGEMENT IMPLICATIONS

3.4.1 The main risks to this Report and the Council achieving its objectives are as follows:

3.4.2 Risk/s: One of the Council's key priorities is Tackling the Climate Emergency. If the Council approves the recommended option to fund leisure it will impact the delivery of the Council's current plans to reduce carbon emissions and adapt to the impact of climate change.

3.4.3 Assessment of Risk (Low/Medium/High): High

3.4.4 Mitigation: The Council is still likely to be able to meet its duties in related areas through the contribution of existing service delivery of aspects of flooding management and climate change. But the Council's ability to deliver on its climate ambitions and respond effectively to the growing impact of climate change will be impaired.

3.4.5 Residual Risk (Low/Medium/High): Med/High

3.4.6 The risks related to the ongoing procurement exercise contains commercially sensitive information and therefore is outlined in the confidential appendix.

3.4 DATA PROTECTION IMPLICATIONS

3.4.7 A Data Protection Impact Assessments (DPIA) has not been completed because there are no identified risks or issues to the rights and freedoms of individuals.

3.5 EQUALITY IMPLICATIONS

3.5.1 An Equality Impact Assessment (EqIA) has been completed. No adverse or other significant issues were identified. A copy of the EqIA can be obtained from Kirsty Nutton, Strategic Director for Resources.

3.6 COMMUNITY SAFETY IMPLICATIONS

3.6.1 The Council has a duty in accordance with S17 Crime and Disorder Act 1988, when exercising its functions, to have due regard to the likely effect of that exercise of those functions on and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social behaviour).

3.6.2 This duty has been considered and there are no community safety implications relating to the recommendations.

3.7 HEALTH AND WELLBEING IMPLICATIONS

3.7.1 There are no wellbeing implications associated with the recommended funding options. The health and wellbeing implications of the Leisure Contract are set out in report [Catmose Sports Contract, Item 19, Council 25 March 2024](#).

3.8 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS

3.8.1 On 11 January 2021 Rutland County Council acknowledged that it was in a climate crisis. The Council understands that it needs to take urgent action to address it.

3.8.2 However, if the Council approves the recommended approach to fund leisure it will impact the delivery of the Council's current plans to reduce carbon emissions and adapt to the impact of climate change. Although this is considered the least impactful approach.

3.9 PROCUREMENT IMPLICATIONS

3.9.1 The procurement implications of the Catmose Sports contract are set out in report No: 26/2024 [Catmose Sports Contract, Item 19, Council 25 March 2024](#).

3.10 HR IMPLICATIONS

3.10.1 There are no HR implications arising from this report.

4 BACKGROUND PAPERS

4.1 [Catmose Sports Contract, Item 19, Council 25 March 2024](#)

4.2 [Integrated Budget Plan 2024/25 and Medium-Term Financial Strategy 2024/25 – 2027/28, Item 10, Council 26 February 2024](#).

4.3 [2023/24 Quarter 3 - Revenue & Capital Forecast, Item 8, Cabinet 13 February 2024](#)

4.4 [Strategic Risk Register, Item 10, Audit & Risk Committee 5 December 2023](#)

5 APPENDICES

5.1 Appendix A – Confidential Supplementary Note

An Accessible Version of this Report is available upon request – Contact 01572 722577.

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