

COUNCIL

4th July 2022

CORPORATE STRATEGY 2022-27

Report of the Cabinet

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Lucy Stephenson, Leader and Portfolio Holder for Policy, Strategy, Partnerships and Economy.	
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Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Council approves the new Corporate Strategy 2022-2027.

1 PURPOSE OF THE REPORT

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

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Corporate Strategy (CS) is the Council's overarching strategic planning document and contains the high-level priority ambitions for the Council based on local needs, regional and national strategies.
- 2.2 The CS sets out the ambitions for the Council over the medium term, covering a period of five years, and the outcomes the Council aims to achieve during that time.
- 2.3 The current CS runs until 2024, however there is a requirement to adopt a new one due to several factors which include:
- 2.3.1 The lasting impact arising from the Pandemic and a need for Council priorities to reflect a new and more challenging landscape as a result, including the pressure on public finances.

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

3 CORPORATE STRATEGY 2022-27 – APPENDIX A

Future Rutland Vision

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

Content

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

Delivery

- 3.5 Within the CS we have outlined a delivery programme (pages 14-20) setting out the work that we plan to undertake in the first two years. It is important to note that the actions within the delivery programme include areas of statutory work and Government reform which the Council has no choice in delivering. Some aspects of this work remain unknown at this stage.
- 3.6 The delivery programme is underpinned by a Performance Framework and the process for how progress of the CS will be monitored is set out on page 22.
- 3.7 Cabinet received a copy of the CS in June which was endorsed for approval by Council. Whilst endorsement of the CS means the Council will work towards achieving it, there may be times when other factors, some outside of the Council's control, may impinge on its ability to do so. This could include financial constraints, Government legislation, policy and guidance and the local political context.

4 CONSULTATION

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

Process

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

Feedback

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

5 ALTERNATIVE OPTIONS

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

6 FINANCIAL IMPLICATIONS

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

7 LEGAL AND GOVERNANCE CONSIDERATIONS

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

8 DATA PROTECTION IMPLICATIONS

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

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment (EqIA) has not been completed because no service, policy or organisational changes are being proposed. The CS provides the Council with a framework for future service delivery.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no direct community safety implications arising from this report. However, the CS includes commitments to maintaining Rutland as one of the safest places to live.

11 HEALTH AND WELLBEING IMPLICATIONS

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

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

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

13 BACKGROUND PAPERS

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

14 APPENDICES

- 14.1 Appendix A: Corporate Strategy 2022-2027

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