

*A County for everyone and a place to live your best life.*

# Corporate Strategy Refresh

Our priorities 2024-2026



**Rutland**  
County Council

## Introduction

I am often asked why we spend time producing strategies when we should be spending time getting bins emptied, roads gritted and looking after our vulnerable residents. We do all these things, of course, but not in isolation.

The Corporate Strategy provides the framework for our decision making; do we invest in this, or in that? It ensures we don't make decisions on a whim but in a context and for Rutland this context is our residents' vision of "A County for everyone and a place to live your best life".

Our Corporate Strategy was introduced in 2022 but since then we have seen the cost of living grow which has had a wide impact on residents and public services. In Rutland we have also had a change of political leadership following all-out elections. It is timely, therefore, to refresh our Corporate Strategy to ensure it focuses on priorities of today.

We have many strengths in Rutland; a good sense of identity, a safe environment, a strong entrepreneurial spirit and good quality schools, for example. We also have a number of challenges such as; supporting the local economy to grow post covid, providing for an ageing population, addressing low social mobility and climate change.

We have therefore decided to focus on a few key priorities rather than spread ourselves too thin whilst recognising that there are also activities we will continue to do because we are legally required to do them. This strategy describes the framework within which we will operate and will be supported by a delivery plan.



A handwritten signature in black ink, appearing to read 'Gale Waller', written over a light blue horizontal line.

Councillor Gale Waller  
Leader of the Council

## Delivering in the current landscape

The global instability of the last few years has created a challenging landscape in which to deliver services and the impact of global events continues to be felt by all. We know some of the key challenges for Rutland:

- **Economy** - reversing the slowdown in our economy and supporting businesses and the local economy to grow.
- **Finances** - less funding for services and the continued impact of the cost of living on households.
- **Economic inequality** - providing access to better paid jobs locally, helping to reduce the low social mobility.
- **An aging population** and the pressure this is placing on care services.
- **Climate change** - the need to reduce the county's high level of waste and carbon footprint.
- **Vulnerable Children** - supporting children to be safe, happy and to thrive.
- **Health care** – tackling inequality of access.

The solutions to these challenges require us to work closely with our partners and the community and to think differently about how we deliver services in the future. Our role is to help minimise the impact on residents by making best use of the collective strengths of the County including:

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

Our strategy is set in this context and is based on a need to be both realistic and achievable – helping to make your money go further and building for the future that residents have said they want.

## A Vision for Rutland

During 2021 we led an extensive community engagement exercise where we spoke to over 2,000 residents about what local people value about life here and what really matters to them. This resulted in a shared vision for the County based on what matters most to our residents and this provides the basis for our strategy:

### A County for everyone and a place to live your best life:

Rutland will be a modern rural County with an unrivalled quality and pace of life. Somewhere different and special, where you can escape from the norm. A place to be active and connect with nature. A friendly and welcoming county with incredible food, drink and heritage. A genuine surprise where countryside and traditional market towns are complemented by technological advancement and innovation.

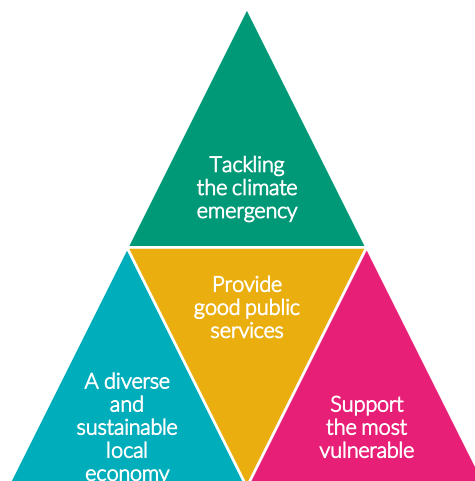
## Our Mission

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

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

## Our priorities for 2024-2026

We have identified four priorities each of which is underpinned by a series of objectives and actions:



## Tackling the Climate Emergency

Policies will support the County to tackle the climate crisis, helping to reduce carbon emissions and minimise the impact of climate change on the lives of residents and local businesses.



### Objectives

- Reduce carbon emissions and adapt to the impact of climate change.
- Increase biodiversity in the County.
- Further increase recycling rates and reduce levels of waste.
- Improve public transport links and opportunities for greener forms of travel.

### To deliver this we will

- Ensure our Local Plan reflects strong environmental policy.
- Introduce a new strategic approach for managing flood risk.
- Develop a Sustainability Strategy that supports carbon reduction and biodiversity net gain.
- Develop a Local Area Energy Plan.
- Procure a new waste services contract.
- Support the community to reduce levels of waste.
- Transform our public transport network and facilitate greener forms of travel.
- Develop a biodiversity baseline for the County.

### We will set targets for

- Reducing the Carbon levels of the County and the Council.
- Increasing biodiversity levels in the County.
- Reducing the volume of residual household waste.
- Increasing the level and quality of waste sent for recycling.
- Increasing the number of passengers using bus services.

## A diverse and sustainable local economy

Building a strong rural economy with a productive, sustainable, and diverse business base that provides opportunity for all.



### Objectives

- Grow a more productive local economy, working alongside our business partners to provide greater opportunities for better paid jobs locally.
- Invest in infrastructure to enable a growth in economic productivity.
- Meet the housing needs of our community.
- Deliver a safe, vibrant and attractive place.

### To deliver this we will

- Implement a new Economic Strategy that attracts businesses and supports skills growth.
- Deliver the Mobi Hub and Medi tech centre utilising the Levelling Up Fund.
- Secure affordable housing commitments.
- Focus on environmentally friendly affordable living.
- Revise our Strategic approach to Homeless Prevention.
- Review our adult and community learning opportunities.

### We will set targets for

- Reducing the wage gap earned by Rutland residents.
- Maintaining 5-year business survival rates.
- Increasing the economic value of the visitor, professional, arts and recreation sectors.
- Increasing the number of net homes built.
- Reducing the numbers presenting homeless from the previous year.
- Increasing the number of places allocated to subsidised adult learning programmes.
- Lowering or maintaining the percentage of children NEET or education unknown.
- Lowering the number of people killed or seriously injured in road traffic accidents.
- Maintaining the good condition of roads in the County.
- Increasing the number of inspections achieving grade A or B for litter and detritus.
- Maintaining the low levels of crime.

## Support the most vulnerable

Working collaboratively to improve outcomes for residents, helping those that need additional support to live their best lives.



### Objectives

- Provide inclusive education provision for children with additional needs.
- Improve wellbeing and reduce health inequalities.
- Improve outcomes for vulnerable children.
- Enhance outcomes for vulnerable adults through locally integrated services.

### To deliver this we will

- Lead the SEND and alternative provision national Change Programme to drive service improvement for children with special educational needs.
- Invest in, and improve access to, leisure and recreation opportunities across the County.
- To develop tools to test practice and improve outcomes for children and families.
- Develop and implement a new fostering recruitment strategy.
- Implement a new adult social care strategy.
- Implement new approaches to prevention in adult social care.

### We will set targets for

- Increasing the number of Rutland resident SEND children educated in County.
- Achieving the national healthy life expectancy for male and females.
- Maintaining or increasing the percentage of children placed in permanent places.
- Increase the percentage of children in need, child protection and children looked after seen in timescales.
- Increase or maintain the percentage care leavers who are in education, employment, or training and are kept in touch with.
- Increasing the percentage of families reporting that Childrens support services are helpful.
- Increasing Adults Reablement effectiveness.
- Increasing the percentage of people discharged from hospital into reablement / rehabilitation services who are still in their own home 91 days after discharge.
- Increasing the percentage of those using Adult Social Care reporting that services make them feel safe and secure.

## Provide good public services

Delivering modern and cost-effective services which are easy to access and provide good levels of customer care.



### Objectives

- Accessible services which offer good customer care.
- An effectively governed and financially viable Council.
- Empower and enable communities to support their local area.
- Support a dynamic and sustainable Council workforce.

### To deliver this we will:

- Implement clear customer standards, even where the levels of service differ and communicate these to residents.
- Consider technological opportunities to deliver more efficiently.
- Deliver a Sustainable Financial Strategy whilst making best use of Council assets.
- Modernise the tools used by the Council to support efficient and effective decision making.
- Encourage and support Parish Councils to work with community groups to do more for their locality.
- To deliver services closer to communities through community sector collaboration.
- Deliver a workforce development strategy which supports skills development and continuous improvement.

### We will set targets for

- Increasing satisfaction levels with Customer Services.
- Increasing the number of customer compliments.
- Reducing the number of customer complaints.
- Increasing the accessibility score of our website.
- Increasing the number of MyAccount transactions.
- Achieve a balanced budget that is not reliant on the use of reserves.
- Meeting Council committee publication timescales.
- Increasing staff satisfaction rates.
- Reducing the levels of vacancies.



## Delivering against our priorities

The actions identified are an example of some of the things we will do. Our priorities are supported by a full delivery plan which incorporates a wider range of initiatives and actions.

## Measuring performance

Measuring performance helps us to understand if our services do what they should and offer a good level of customer care. Using this information, we can improve our services by seeing what works and what doesn't.

To support this, we have a performance framework which includes a more detailed set of performance measures for each priority. This is reported to Cabinet four times per year and is accessible on our website for residents.

## Our Corporate Values

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

### Passionate

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

### Ambitious

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

### Work together

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

### Make a difference

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