



2022 - 2027

Corporate Strategy

Our commitments for the next five years

Foreword

2022 marks 25 years since we regained our status as an independent county. A quarter of a century is a long time during which much has changed. What hasn't changed is the character of Rutland, England's smallest county, steeped in rural heritage with historic ties to farming and agriculture which has shaped the place that we have today. Rutland has a rich food culture, quaint villages and towns which have a strong sense of community and residents who are proud of their rural identity. The county is home to internationally significant wildlife sites, areas of natural beauty, and preserved Norman architecture. A range of leisure and recreation opportunities support health and wellbeing and create the high quality of life our residents enjoy. An outstanding tourism offer attracts visitors from across the world and we are home to a range of innovative and niche businesses that have chosen Rutland because of what the county can offer.

The **shared vision** described within our Corporate Strategy comes from our residents and is about creating the place you said you want Rutland to be. To realise this, we need to maintain a thriving and sustainable county which accounts for future population growth. We need to create the right conditions for businesses to succeed and grow. We need places that are healthy, safe, connected and affordable to live in. We need to give our young people every means to realise their full potential in life. And we need to do all this in a way that protects and enhances the things that are unique and special to Rutland.

Our Corporate Strategy sets out **how the Council will contribute** to this shared vision and aspirations for our county. It reflects what is important to local people and includes commitments that we will deliver over the next five years, focused on preserving what we have now whilst developing to meet the growing needs of the county.

Unity was a key feature of Rutland's outstanding response to the pandemic, and it is this unity that will help us to grow even stronger as a county. Staying engaged with our residents will be critical to our long term success and achieving what we set out to do. We need to listen and respond to what you tell us and keep this conversation going throughout all that we do. We know that by working together in this way we can realise our aspirations for Rutland.

I am fully committed to working with fellow Councillors, Council Officers, local and regional partners and – most importantly – our communities, to make sure we continue to deliver good quality services which meet local needs.

I am proud of the work we have done so far. As we move forward, together, we will ensure that people are placed at the heart of all that we do. We are one Council, one County.



Councillor *Lucy Stephenson*
Leader of Rutland County Council

Introduction

The seismic events that we've witnessed in recent years, and particularly the past 12 months, could have the greatest bearing on the future of our county, country and our planet. As well as tackling a global pandemic that will have lasting implications for our health services and economy, we must also address a climate emergency that threatens lives and livelihoods around the world. Our dependence on fossil fuels and the complexities of global energy markets are driving up the cost of living, while the financial impact of COVID will be felt by the country for many years. This forecast will require all Councils to reduce costs. At the same time, the Government has several big priorities including carbon reduction, adult social care reform, removing regional economic disparities through 'Leveling Up' and solving the funding crisis in special educational needs.

We are operating in a challenging landscape. The impact of the pandemic and, more recently, the war in Ukraine reinforces the need for the Council to be a nimble and responsive organisation that can adapt quickly. Many solutions lie outside the Council's direct influence, meaning we cannot navigate certain problems alone and must think differently about how we deliver services in future. This means considering all options available to us, including working ever closer with other Councils.

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. The strategy reflects our current intentions, but situations can change. This may mean we have to adapt our commitments.

The pandemic continues to have a big influence on our health, education, jobs and economy which is placing more pressure on public services and compounding existing challenges and social inequalities. Our role is to minimise the impact in Rutland, account for additional service needs and to help those who've been most affected, while building for the future.

Our County in the Future: Our challenge is to make the most of what we have and enhance it further while protecting its unique character. This means:

- Protecting the built environment and making sure we have the right housing and infrastructure, which retains the County's essence and our sense of closeness and safety.
- Protecting our environment, natural habitats and wildlife.
- Making Rutland a truly green county that is carbon zero.
- Connecting communities with sustainable transport and digital infrastructure.
- Providing opportunities for healthy active lifestyles.
- Supporting businesses and job creation.
- Enabling people to be independent while remaining in a rural setting.



Mark Andrews
Chief Executive

OUR STRENGTHS

- **Sense of identity**, a strong community spirit and sense of togetherness.
- **Education**, home to good quality schools.
- **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.

OUR CHALLENGES:

- **Recovery and growth**, supporting businesses and the local economy to recover and grow.
- **Financial climate**, less funding for services and cost of living pressures.
- **Economic inequality**, our low social mobility and a need to bridge the gap.
- **An aging population** and the pressure on care services.
- **Healthy life expectancy**, falling faster than the national average.
- **Climate change**, reducing high levels of waste and our carbon footprint.
- **Vulnerable Children**, supporting children to be safe, happy and to thrive.
- **Accessing services locally**, tackling inequality of access.

Vision and Mission



Our mission

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

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

Future Rutland - A shared vision

Rutland is seen by many as a truly special place, a unique county which needs to be preserved and enhanced. During 2021 Rutland County Council led an extensive community engagement exercise called ‘Future Rutland Conversation’. Through a range of workshops and activities 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** and a set of aspirations for the County based on what matters most to our residents:

“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.

The full vision can be accessed [here](#). This vision is not owned by any one group or organisation, it is the collective aspirations of our community, and everyone can play a role in helping to realise it.

Priority Areas



The Future Rutland Vision developed by residents is broken down into four priority areas which cover all aspects of life. As a Council we have also developed a further priority focused on how we operate and deliver our services, reflecting a modern, efficient and effective organisation which is well placed to meet the challenges ahead.

The commitments detailed against each of the priority areas outline how the Council will contribute to realising the Vision. The commitments do not incorporate everything that the Council does and there are a range of statutory obligations and services which we provide as business as usual which we will continue to do.

1. A special place:

Sustaining a vibrant rural county that harnesses the enterprise of its businesses, the ambition and creativity of its residents, and the passion of its local communities.

2. Sustainable lives:

Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.

3. Healthy and well:

Promoting health, happiness and wellbeing for people of all ages and backgrounds.

4. A county for everyone:

Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

5. A modern and effective Council:

Transforming the way we work to deliver effective and efficient services fit for the future.

1

A special place

Sustaining a vibrant rural county that harnesses the enterprise of its businesses, the ambition and creativity of its residents, and the passion of its local communities.

How residents see a future Rutland - extracts from the Future Rutland Vision

- *Rutland will capitalise on its location and natural assets to become a leading example of what it means to be a modern rural county.*
- *Rutland will be a place where the natural environment and heritage are cherished and enhanced.*
- *Rutland's market towns of Oakham and Uppingham will thrive as vibrant destinations to shop, socialise and enjoy life*
- *Rutland will also build on its reputation as somewhere for a great day out by becoming a key destination in the East Midlands for leisure and cultural activities.*
- *Rutland will celebrate innovation, creativity and excellence to attract greater investment and enhance its status as a county where businesses of all shapes and sizes can start, grow and succeed.*
- *Rutland will be sustainable, addressing the concerns of all those who worry about the impact that development could have on Rutland's quintessential character.*
- *Rutland will become a thriving county of enterprise and opportunity - a special place to live well, spend time, do business and invest.*

Our Commitments	You can	Together we can achieve the following outcomes
1. Sustainable development: We will develop a Local Plan which guides housing and the infrastructure of our community, conserving the natural and built environment.	Make sure you have your say on how development will take place in the county.	A new local plan which supports new housing which meets assessed need. Our 5-year housing supply for the County is regained.
2. Inclusive growth: We will support our economy to recover, tackling economic inequality and low social mobility.	Support local businesses including using shops and facilities in our towns and villages.	An increase in new businesses and local job opportunities.
3. Highways assets: We will seek to maintain the current good condition of our roads and footpaths.	Report any areas of concern using fix my street.	Well maintained roads and footpaths.
4. Heritage and culture: We will enable a thriving, diverse, sustainable heritage and cultural offer with increased community leadership.	Visit our heritage sites, tell your friends, volunteer.	An increase in visitors and associated economic benefits. More community led services supported by volunteers.
5. Towns and villages: We will work with communities to enhance our towns and the county's wider public spaces.	Share your ideas and engage in events such as community space initiatives.	Vibrant, clean and welcoming towns and public spaces.

2

Sustainable lives

Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.

How residents see a future Rutland - extracts from the Future Rutland Vision

- *Rutland will be a carbon neutral county by 2050 - a place where environmental sustainability and responsibility complement rural living.*
- *Rutland will be a place that seizes opportunities to create and develop wild areas which support greater biodiversity.*
- *Communities, organisations and businesses in Rutland will embrace their environmental responsibilities.*
- *Rutland will have an integrated network of sustainable and accessible transport options that keep people of all ages connected with the things they need, the activities they enjoy, and with friends and family.*
- *Rutland's communities will be digitally enabled and fully capable of utilising the latest internet technology for work, education, communication and much more.*

Our Commitments	You can	Together we can achieve the following outcomes
6. Net zero carbon: We will support the reduction of Rutland's carbon footprint and impact on the local environment.	Limit short journeys in cars. Eat sustainable and seasonal produce.	Reduction in the Carbon footprint of the Council and the County.
7. Minimise waste: We will support residents and businesses to reduce waste and increase the amounts reused and recycled.	Recycle everything that you can. Avoid single use plastics and reuse and repurpose. Avoid food waste.	Reduction in the amount of waste the county produces and increase the amount of waste the county reuses and recycles.
8. Greener communities: We will encourage the creation of natural habitats.	Take care when using local habitats. Encourage wildlife in your garden or space.	An increase in biodiversity in the County.
9. Connected communities: We will support sustainable methods of transport through cycle routes, bridleways, public footpaths and community led transport.	Use public transport whenever you can. Walk and cycle whenever possible.	Greater use of electrical vehicles in the county. Increase the number of people walking and cycling
10. Digital infrastructure: We will facilitate the increase of superfast capable broadband coverage.	Access government voucher schemes to cover the cost	More people have access to superfast capable broadband.

3

Healthy and well

Promoting health, happiness and wellbeing for people of all ages and backgrounds.

How residents see a future Rutland - extracts from the Future Rutland Vision

- People in Rutland will be able to live healthy, active lives and make positive choices about their wellbeing.
- People in Rutland will be able to access a wide range of leisure opportunities for all ages, abilities and interests.
- Health and care services in Rutland will work closely together and be easy to access when needed.
- People with multiple illnesses or long-term conditions, as well as those who are frail or vulnerable, will be supported to manage their care needs and live independently.
- Understanding that that mental wellbeing is just as important as physical health, Rutland will be a place where the idea of wellness is learned and understood at an early age, and then carried through into adulthood.
- Rutland will be a county where mental and physical wellbeing are seen as priorities. A place where the health of residents is not just measured by life expectancy but by people's ability to live well for the whole of their lives.

Our Commitments	You can	Together we can achieve the following outcomes
11. Healthy lifestyles: We will ensure children have the best start in life and support people to keep themselves healthy and active.	Get active and enjoy the wide variety of leisure opportunities and open spaces Rutland has to offer.	People are more active, with a healthier life expectancy.
12. Supporting independence: We will support people of all ages with care needs to remain independent.	Look out for your neighbours, friends or vulnerable people in your community.	People remain independent and in in their own home or with their family and friends. People who do receive care have control over their daily life.
13. Joined up care: We will work with partners and neighbouring counties to develop local integrated services which are responsive to community health and care needs.	Make use of wider health professional services offered, as well as GPs.	Better Care programme outcomes achieved. People are able to die in preferred place of care.
14. Health and wellbeing infrastructure: We will work with health partners to improve our health and wellbeing infrastructure to maximise access and the delivery of care closer to home.	Use local services that are provided.	Improved access to joined up care locally.
15. Reducing health inequalities: We will work with partners to ensure all of Rutland has the opportunity to achieve the best health and wellbeing that they can.	Have your say on local services and public engagement events.	There is a reduction in health inequalities in the County.

4 A county for everyone

Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

How residents see a future Rutland - extracts from the Future Rutland Vision

- Rutland will have resilient and well -connected communities where everyone can enjoy what the county has to offer.
- Young people of all abilities will have the benefit of a positive and inclusive education, so that they can learn, do well and realise their ambitions.
- Rutland will be a county where everyone can reach their full potential.
- Rutland's towns and villages will be accessible to everyone, regardless of age or disability.
- Rutland will be a county where no group or individual is marginalised or ignored.
- Vulnerable people, whatever their age or circumstances, will continue to be supported and protected in Rutland.
- Rutland will be a place where inequalities are reduced and communities are tolerant and welcoming.
- Rutland will remain one of the safest places to live anywhere in the country.

Our Commitments	You can	Together we can achieve the following outcomes
16. Inclusive education: We will ensure sufficient school places in inclusive education provision.	Take time to be involved in your child's learning, encouraging them to be the best they can be.	Schools and early years settings are inclusive with more children and young people with SEND educated closer to home. Good educational progress for vulnerable Children in good to outstanding schools.
17. Outcomes for vulnerable children and young people: We will strive to improve outcomes for the most vulnerable and disadvantaged groups by delivering a children's service that is graded good to outstanding.	Report any concerns you have for a child or young person's welfare.	Children and young people are kept safe from harm and receive timely and effective support.
18. Supporting adults at risk: We will work with key partners to deliver adult social care which is graded good to outstanding, helping individuals to live free from neglect and abuse.	Report any concerns you have for a vulnerable adult's welfare.	There is timely and effective action which ensures Adults at risk are safe from neglect and abuse.
19. Housing and the cost of living: We will ensure fair access to affordable and sustainable housing, prevent homelessness and provide support to those most effected by the cost of living.	Utilise local support projects if you need help. Contact the Council before you get into a crisis.	Number of affordable homes meets assessed need. Less households are presenting as homeless.
20. Safe and inclusive: We will work with partners to ensure Rutland remains one of the safest places to live and communities are welcoming.	Look out for friends, neighbours and residents. Embrace diversity in our community and respect others differences. Be a safe and considerate driver.	Crime rates in Rutland remain some of the lowest in the country. Safer roads and a lower volume of accidents.

5

A modern and effective Council

Transforming the way we work to deliver effective and efficient services fit for the future.

How residents see a future Rutland

During stage two of the Future Rutland Conversation we asked residents about public services, spending and keeping the conversation going. This information has informed this priority theme.

- *The Council will live within its means.*
- *Services that the Council deliver represent value for money.*
- *Residents have opportunities to engage with the Council and see where their involvement has had an influence on services.*
- *The Council provides information on how we are performing.*

Our Commitments	You can	Together we can achieve the following outcomes
21. Financially sustainable: We will take further action to ensure the council lives within its financial means.	Provide support for community led services.	The Council has a balanced budget and can continue to deliver services the community needs. The Council and public infrastructure needs will be met.
22. Best use of resources: We will support our workforce and maximise use of our resources.	Be considerate of staff and provide constructive feedback to the Council. Strive to understand the financial constraints we operate within, recognising we must support the whole of the County.	Effective services and use of assets which represent value for money.
23. Customer experience and digital: We will develop our digital approach and improve our customer experience.	Utilise our digital services and online offer, for example by signing up to MyAccount.	More people can access services easily and quickly, not limited to 9-5.
24. Good governance: We will deliver governance arrangements which supports strong political leadership and effective decision making.	Engage in public Council meetings, share your views.	Robust decision making which enables the Council and its services to remain responsive to local needs.
25. Community engagement: We will keep our communities informed and engage residents in open dialogue which promotes a shared responsibility for shaping services in the county.	Contact your local Councillor to discuss your thoughts and ideas and have your say by joining in engagement exercises.	We deliver the right services in the right way, sharing in success together.

Your Council



Our people

Our most important asset is our employees. Having the right knowledge, skills, and experience is fundamental to realising the commitments we have set out within this strategy.

It is imperative that we invest in workforce development and understand the types of skills and expertise we will need now and into the future. This means we will develop our staff and provide the right training thereby creating a culture of continuous improvement that results in the delivery of high-quality services. Through good workforce planning we will be successful in both retaining staff and attracting the right individuals to the Council.

Our values and behaviours

Our staff and Councillors are committed to Rutland and passionate about delivering good quality services for the County. This has been highlighted in how the Council has responded to the pandemic and the challenges it has presented, working tirelessly to maintain services during unprecedented restrictions whilst embracing change to deliver a raft of new initiatives and responsibilities to support our community.

This is the expectation of our staff and Councillors and 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.

Ways of working

The pandemic has had a significant impact on the way the Council operates. The speed at which we have had to adapt has resulted in significant progress in the use of technology to support new ways of working and the delivery of services which meant we have been able to continue to deliver high quality services.

Moving forward we are keen to maximize our impact by learning from the benefits and constraints of new ways of working, and we will continue to develop how we deliver services in a way which ensures we are an agile and responsive organisation. This will include working beyond our borders recognising the wider strategic and political context and potential opportunities this presents, for example through the Government's [Levelling Up agenda](#).

Our Partners

We are an ambitious Council and recognise the leading role we can play in contributing to the shared vision for the County. However, no organisation can achieve this Vision alone, and we must continue to work closely with any organisation or group, many of which are outlined below, who can contribute and to help each other to meet our shared goals. We have a number of strong partnerships in Rutland and all will be key contributors:

- **The Local Strategic Partnership:** A new partnership we are looking to introduce which will bring together a range of public, private, voluntary and community groups providing collaborative leadership in the strategic development of services within the County, supporting the realisation of the Future Rutland Vision.
- **Health and Wellbeing Board:** Supports the Government's vision to increase integration between health and social care services. A formal committee of Rutland County Council the board brings together Children and Adult Social Care, NHS England, Public Health, Healthwatch, elected representatives and voluntary groups to plan how best to meet the needs of the population and tackle local health inequalities.
- **Integrated Delivery Group:** Is a sub-group of Rutland's Health and Wellbeing Board and leads on delivery of Rutland's Joint Health and Wellbeing Strategy (2022-27). Consisting of local health and wellbeing partners, the group provides leadership, direction and assurance to help to bring about the shared vision for health and wellbeing in Rutland.
- **Integrated Care Board and Partnership:** A statutory partnership which includes NHS England, Local Authority Public Health and GPs, responsible for developing strategy and managing resources to improve the health of residents in the County by preventing illness, tackling inequalities, variations in care, and delivering seamless services.
- **Children and Young People's Partnership:** Rutland Children's services, early years and education providers, voluntary and community groups working together to develop services which improve the lives of children and young people in the County.

- **Safer Rutland Partnership:** A statutory partnership made up of the Local Authority, Police, Probation, Health and Fire and Rescue authorities working together to prevent and tackle crime and anti-social behaviour, helping all residents to feel safe.
- **The Leicestershire and Rutland Safeguarding Children Partnership:** Brings together organisations from across the two counties to oversee the multi-agency safeguarding children arrangements as required by the government guidance Working Together 2018.
- **Leicestershire and Rutland Safeguarding Adults Board:** Brings together organisations across Leicestershire and Rutland to oversee the multi-agency approach to safeguarding adults with care and support needs.
- **Town and Parish Council Forum:** Bring together all Parish Councils and Rutland County Council to discuss key issues and matters for the County.

Our community:

The Future Rutland Conversation showed how Rutland County Council, the community and wider stakeholders can collaborate for the benefit of our County. During this process, residents told us that they wanted to continue to be involved and have further opportunities to have a say on the important issues that affect them, the County, and the services that the Council provides.

We are committed to continuing to do this by undertaking engagement which supports an open dialogue, promotes shared responsibility, and involves residents and the wider community. By doing so we will:

- Create a sense of shared responsibility for the County and its communities and be better placed to realise our shared vision.
- Develop services which are based on a thorough understanding of what our community and the County needs.
- Empower residents to be involved in shaping local services and play an active role in decision making on the key issues which matter.
- Strengthen collaboration and trust in the Council and our services.

Our Finances

The Council is clear on its financial objectives:

1. The Council is committed to being financially sustainable. This means ensuring it can live “within its means”, only spending the funding it receives and balancing the budget in any given year without using General Fund reserves. This is our number one priority.
2. The second key priority is to maintain our reserves above the recommended minimum limit of £3m as approved by Council. This is important because the context we are working in is changing all the time and is laced with uncertainty. So, we always want to keep some funds aside to respond to a crisis, unexpected costs or increased demand.

These two priorities are underpinned by other financial objectives including securing value for money, ensuring spending helps achieve council priorities and being financially transparent.

The Council maintains a five-year financial outlook to help plan:

Our Medium-Term Financial Plan (MTFP) projects the resources we will have available in place over the next five years to support delivery of services and our strategic aims and objectives. Our MTFP is based on lots of assumptions (most of which are outside our control), is kept under constant review and tells us whether we can “live within our means” or whether we need to take action. It is an important document and is reported frequently to Councillors in our finance reports.

Like all Councils, we face an uncertain but challenging financial future:

We are emerging from a global pandemic and public finances are under real pressure resulting from unprecedented levels of borrowing. This context plays heavily into our corporate plan priorities and commitments but against a backdrop of financial uncertainty.

Whilst the 2022 Financial Settlement for local government headlined additional funding for councils, we have no funding certainty beyond 2022/23. The Government has repeatedly delayed longer term local government funding reforms and we still await notification of what funding we will receive to implement key legislation like Adult Social Care charging reforms. This means that we do not know what our future funding looks like but our projections indicate that we are likely to have **a financial gap of around £2m - £2.5m in 23/24**, but one that grows over the period of the strategy to the point that our General Fund balances are projected to go from £11.4m to **below the minimum level by 25/26**. We cannot be more precise at this time because there are so many unknowns.

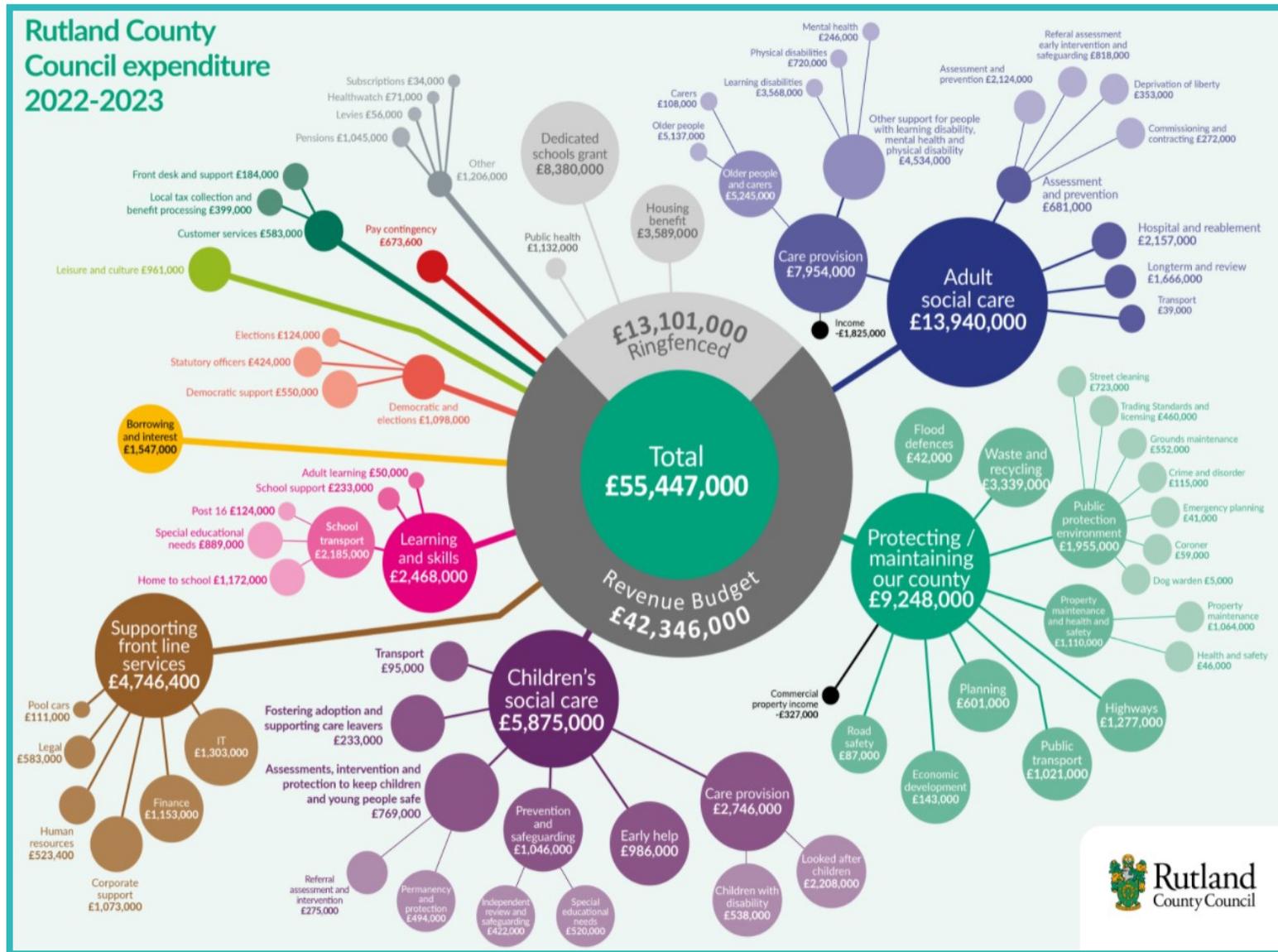
Our current budget and commitments:

Our overall funding level (the Government describes this as spending power) is slightly above the average but most of our funding comes from Council taxpayers with our Government funding level way below our Unitary counterparts. We think this is unfair and have asked for this to be explained and addressed in funding reforms. Alongside our lobbying, we will examine every pound we spend to ensure that we are in a position to respond to whatever challenges we face.

The development of a new Corporate Strategy is helping us refocus resources towards priorities. It is not necessarily about spending more money but about doing things differently to achieve outcomes, accepting that we may not be able to do everything that we do today.

With the current financial uncertainty and increasing costs for services it is possible that actions within the delivery programme will need to be adjusted in order to balance the delivery of Government reforms alongside local ambitions to deliver services for our community, reflecting what we know and can realistically achieve. As the programme develops there may be a need for further investment in capacity.

Council Expenditure



The total cost of funding local services in Rutland in 2022/23 is £42.3million, up from £41.5million last year. Your Council Tax funds services which ensure the diverse needs of Rutland's residents are met and the most vulnerable in our community are protected.

The Council has continued its savings work and built a **further £1.3m of savings** into its 22/23 budget allowing it to absorb new financial pressures and balance the books with minimal use of reserves.



Delivery Programme - the next 2 years

We have developed a delivery programme for the next two years which incorporates the key actions we will take to help realise our commitments. Some of the actions included within this programme reflect new requirements on the Council and statutory legislation, the full implications of which are not yet fully known at this point in time e.g. the impact of the [adult social care reform cost cap](#) - the amount anyone in England will need to spend on their personal care. This means the key actions within this programme will be regularly monitored to reflect what we do know and can realistically achieve as areas develop and more information becomes available to us.

Priority 1: A Special Place: Sustaining a vibrant rural county that harnesses the enterprise of its businesses, the ambition and creativity of its residents, and the passion of its local communities.

Commitment	Actions	Performance Measures
1. Sustainable development: We will develop a Local Plan which guides housing and the infrastructure of our community, conserving the natural and built environment.	<ul style="list-style-type: none"> Develop the issues and options and engage the community in the development of the Local Plan. Complete further consultation on a "Preferred Options" draft Local Plan. Develop an annual process to determine how we set priorities for expenditure of Community Infrastructure Levy. 	<ul style="list-style-type: none"> Homes built meeting assessed housing need. 5-year housing supply.
2. Inclusive growth: We will support our economy to recover, tackling economic inequality and low social mobility.	<ul style="list-style-type: none"> Implement a new Economic Development Strategy, supporting economic recovery and growth. Tailor adult and community learning curriculum offer to meet local needs. Provide support for adults experiencing social and/or economic disadvantage in their learning. Submit a levelling up proposal for Government approval. Develop proposal for investment of UK prosperity fund. 	<ul style="list-style-type: none"> New businesses to Rutland. New startups that remain in business. Adult learners on subsidised programmes/courses.
3. Highways assets: We will seek to maintain the current good condition of our roads and footpaths.	<ul style="list-style-type: none"> Implement Highways and Asset Management Strategy and capital programme, adopting a preventative approach to highways maintenance. Deliver highways maintenance programme and maintain public rights of way. Undertake improvements to fix my street process. 	<ul style="list-style-type: none"> Principal and non-principle roads where maintenance should be considered. A,B,C roads in good condition.
4. Heritage and culture: We will enable a thriving, diverse, sustainable heritage and cultural offer with increased community leadership.	<ul style="list-style-type: none"> Complete culture service review to manage heritage assets and future service delivery, including community led. Submit and manage funding bids to sustain local heritage assets. Develop a brand position which celebrates the county and promotes Rutland as a key destination to visit. Develop voluntary sector infrastructure through mapping and understanding of voluntary sector services. 	<ul style="list-style-type: none"> Numbers of volunteers supporting services. Number of Visitors to the County.
5. Towns and villages: We will work with communities to enhance our towns and the county's wider public spaces.	<ul style="list-style-type: none"> Develop a service level agreement for parish and town councils which establishes clear accountability for public assets and space. Develop an integrated public realm strategy for Oakham and Uppingham. 	<ul style="list-style-type: none"> Street cleansing quality measures,

Delivery Programme - the next 2 years

Priority 2: Sustainable Lives: *Living sustainably and combatting the climate crisis through the power of choice, the removal of barriers, and real collective action.*

Commitment	Actions	Performance Measures
6. Net zero carbon: We will support the reduction of Rutland's carbon footprint and impact on the local environment.	<ul style="list-style-type: none"> • Work with the Carbon Trust to develop a carbon measure and baseline. • Develop and implement a carbon reduction action plan for the Council. • Promote the Sustainable Warmth Project Fund to enable private sector to improve insulation. 	<ul style="list-style-type: none"> • The carbon footprint of the Council.
7. Minimise waste: We will support residents and businesses to reduce waste and increase the amounts reused and recycled.	<ul style="list-style-type: none"> • Award a new contract for waste and street scene services. • Develop a mobilisation plan for a new waste provider. • Implement the new waste management and street cleansing strategy. • Deliver a community engagement campaign to promote awareness and encourage behaviour change. 	<ul style="list-style-type: none"> • Recycling rates. • Quality of recycling collected. • Waste volume/tonnage.
8. Greener communities: We will encourage the creation of natural habitats.	<ul style="list-style-type: none"> • Encourage developers to increase biodiversity within new developments. • Enable increases in biodiversity through grounds maintenance recontracting. • Complete a water and green space infrastructure study. 	<ul style="list-style-type: none"> • Biodiversity levels. • Biodiversity net gain.
9. Connected communities: We will support sustainable methods of transport through cycle routes, bridleways, public footpaths and community transport.	<ul style="list-style-type: none"> • Review local transport plan. • Devise an electric vehicle charging approach for the County. • Undertake review of RCC vehicle fleet to establish how much can be moved to electric vehicles. • Develop and deliver a local cycling and walking plan. 	<ul style="list-style-type: none"> • Adults who do any walking or cycling (national travel survey). • Bus usage. • Cycleway infrastructure.
10. Digital infrastructure: We will facilitate the increase of superfast capable broadband coverage.	<ul style="list-style-type: none"> • Support the implementation of project Gigabit. 	<ul style="list-style-type: none"> • Fibre network coverage.

Delivery Programme - the next 2 years

Priority 3: Healthy and Well: Promoting health, happiness, and wellbeing for people of all ages and backgrounds.

Commitment	Actions	Performance Measures
<p>11. Healthy lifestyles: We will ensure children have the best start in life and support people to keep themselves healthy and active.</p>	<ul style="list-style-type: none"> • Implement the 0-10 children's public health service. • Implement 11+ public health offer. • Explore opportunities for county-wide leisure provision in partnership with the Rutland Local Sports Alliance. • Deliver annual Active Rutland programme. • Review the Rutland Information Service to develop a prevention front door. • Deliver Holiday Activities and Food programme (HAF). 	<ul style="list-style-type: none"> • Healthy life expectancy at birth. • Adults and children who are active (Active lives survey). • Number of social prescribing referrals.
<p>12. Supporting independence: We will support people of all ages with care needs to remain independent.</p>	<ul style="list-style-type: none"> • Prepare for adult social care reform programme including cost of care (Care Account). • Implement a programme to become CQC inspection ready for adult care. • Recommission assisted technology programme contract. • Supporting the voluntary sector to increase their community connections. • Support the roll out of a care at home self-help programme with GPs. • Complete the end to end review of Adult Social Care and the 5 areas of focus – carers, digital, direct payments, prevention assessment and eligibility and complex care. • Implement LLR Carers strategy. 	<ul style="list-style-type: none"> • CQC adult social care judgement. • Prevention of admissions to hospital and care homes. • People discharged from hospital into reablement /rehabilitation services remaining at home. • Reviews leading to a decrease in support. • Permanent admissions to care homes.
<p>13. Joined up care: We will work with partners and neighbouring counties to develop local integrated services which are responsive to community health and care needs.</p>	<ul style="list-style-type: none"> • Evolve the Health and Wellbeing board to be the 'Place' board for health, care and wellbeing integration for Rutland. • Develop and roll out a new integrated neighbourhood multi-disciplinary team for the County, which includes social care staff, general practice staff, and community nurses. • Develop shared care record between adult social care and NHS to assist joint decision making on provision. • Support people in the last phase of their lives through advanced care planning. • Deliver step up to great mental health project. 	<ul style="list-style-type: none"> • Emergency Hospital admissions for falls.

Delivery Programme - the next 2 years

Priority 3: Healthy and Well: Promoting health, happiness, and wellbeing for people of all ages and backgrounds.

Commitment	Actions	Performance Measures
<p>14. Health and Wellbeing Infrastructure: We will work with health partners to improve our health and wellbeing infrastructure to maximise access and the delivery of care closer to home.</p>	<ul style="list-style-type: none"> • Review options for bringing care and diagnostics closer to home and the functions of Rutland Memorial Hospital. • Explore plans for a Pool and Dry side Provision, or Pool Provision at a new site, to an initial design stage. • Prioritise Community Infrastructure Levy (CIL) funding for health infrastructure purposes. 	<ul style="list-style-type: none"> • Qualitative feedback on access to health services including across Rutland boundaries.
<p>15. Reducing health inequalities: We will work with partners to ensure all of Rutland has the opportunity to achieve the best health and wellbeing that they can.</p>	<ul style="list-style-type: none"> • Support delivery of the Joint Health and Wellbeing Strategy by implementing Rutland County Council actions. • Complete a Health Inequalities and Needs assessment for the County, including an assessment of military and veteran populations. • Support implementation of LLR Health Inequalities Framework. • Deliver transforming care services, aimed at prevention and reduction in admission times. • Undertake Health Impact Assessment of the Local Plan’s policies and proposals at the “Preferred Options” stage in summer 2023. 	<ul style="list-style-type: none"> • Healthy life expectancy at birth. • Life expectancy gap.

Delivery Programme - the next 2 years

Priority 4: A County for Everyone: Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

Commitment	Actions	Performance Measures
16. Inclusive education: We will ensure sufficient school places in inclusive education provision.	<ul style="list-style-type: none"> • Implement special educational needs and or disabilities (SEND) Recovery Plan and deliver SEND better value programme. • Deliver additional SEND school places at Uppingham Community College. • Expand secondary school places to ensure local authority meets statutory duty to provide sufficient school places. • Reviewing childcare sufficiency and provide information to support the market to provide sufficient early education places. • Recommission home to school transport services. 	<ul style="list-style-type: none"> • School capacity. • Mainstream school special provision places. • Children in education, employment or training or their status is unknown. • Children with SEND educated in county. • Educational attainment of school aged Children with special educational needs and vulnerable children.
17. Outcomes for vulnerable children and young people: We will strive to improve outcomes for the most vulnerable and disadvantaged groups by delivering a children's service that is graded good to outstanding.	<ul style="list-style-type: none"> • Implement Children & Young People Plan. • Deliver Children's Social Care development plan. • Implement Staying Close Staying Connected project to support the transition of Care Leavers. • Develop foster care placement sufficiency strategy. • Implement Children's workforce development strategy. • Deliver all age Family Hub providing access to support for vulnerable groups. 	<ul style="list-style-type: none"> • Practice review quality. • Statutory timescales for children seen. • Care leavers in education, employment, or training. • Children Looked After with permanency plans. • Children waiting between entering care and moving in with their adoptive family. • Children starting to be looked after that are placed in internal foster placements. • Care leavers in staying put/staying close arrangements • Families with needs met following early intervention support. • Children Centre registrations and sustained engagement.
18. Supporting adults at risk: We will work with key partners to deliver adult social care which is graded good to outstanding, helping individuals to live free from neglect and abuse.	<ul style="list-style-type: none"> • As part of the adult social care reform implement liberty protection safeguards and joint adult and children's working programme. • Deliver a professionally led duty and discharge safeguarding team. • Deliver the Making Safeguarding Personal programme. • Deliver on multi-agency policy and procedures (MAPP) timescales for adult safeguarding. 	<ul style="list-style-type: none"> • Adults with control over their daily life. • Service users that receive their annual review. • Safeguarding concerns completed or progressed in timescales • Service users who say those services make them feel safe and secure.

Delivery Programme - the next 2 years

Priority 4: A County for Everyone: Celebrating diversity and ensuring everyone has the opportunity to live well, be heard and overcome any challenges they may face.

Commitment	Actions	Performance Measures
<p>19. Housing and the cost of living: We will ensure fair access to affordable and sustainable housing and provide support to those most effected by the cost of living.</p>	<ul style="list-style-type: none"> • Develop a bidding programme for commuted sums section 106. • Refresh our Housing, Homelessness and rough sleeping strategy, include delivery of preventative services. • Revise Allocations Policy to reflect new legislation requirements including Armed Forces Act and Domestic Abuse Act. • Deliver homeless prevention floating support contract. • Work in partnership early with developers to ensure new developments reflect local needs and are affordable. • Implement a range of projects to minimise the cost of living impact, including the household support fund, crisis fund, discretionary fund and council tax support programme. 	<ul style="list-style-type: none"> • Number of affordable homes. • New homes affordable for rent levels. • Numbers of new housing approaches. • Numbers of rough sleepers. • Numbers in temporary accommodation.
<p>20. Safe and inclusive: We will work with partners to ensure Rutland remains one of the safest places to live and communities are welcoming.</p>	<ul style="list-style-type: none"> • Develop equality, diversity, and inclusion strategy. • Implement Community Safety Strategy including a priority to improve road safety. • Implement new domestic abuse strategy and delivery plan. • Implement new Changing Places projects providing improved public convenience provision for disabled residents and visitors at Uppingham and Rutland water. • Deliver our inspection and licensing regime to maintain public health, including food safety, licensing and infections disease. • Implement duties under the Armed Forces Act. 	<ul style="list-style-type: none"> • Unitary Authority crime rank. • People killed or seriously injured in road traffic accidents. • Food business hygiene ratings.

Delivery Programme - the next 2 years

Priority 5: A modern and effective Council: Transforming the way we work to deliver effective and efficient services fit for the future.

Commitment	Actions	Performance Measures
21. Financially sustainable: We will take further action to ensure the council lives within its financial means.	<ul style="list-style-type: none"> • Implement a plan for reducing reliance on Council reserves including transformation programme. • Develop a 10-year capital investment plan to guide future spending on infrastructure and facilities. • Implement a new SEND recovery plan to address million-pound high needs funding deficit. 	<ul style="list-style-type: none"> • Balanced budget. • Budget reserve levels. • High Needs Funding DSG deficit. • Business rate and council tax collection. • Sundry debt recovery. • Auditor approved accounts.
22. Best use of resources: We will support our workforce and maximise use of our resources.	<ul style="list-style-type: none"> • Complete asset review and asset strategy implementation. • Develop organisational Business Intelligence, introducing new corporate performance process and model. • Refresh IT strategy, including cyber security. • Implement a leadership behaviours and health & wellbeing programme. • Refresh of the Council workforce development strategy. 	<ul style="list-style-type: none"> • High cost assets identified for disposal. • Public Services Network accreditation. • Cyber essential standard. • Organisational health indicators including staff retention rates and staff turnover, staff sickness absence, staff satisfaction.
23. Customer experience and digital: We will develop our digital approach and improve our customer experience.	<ul style="list-style-type: none"> • Develop a digital strategy focused on customer experience and efficiency, including designing a digital roadmap for all RCC services which establishes investment and resource requirements. • Implement a new website and move more services online, including expansion of available services through MyAccount. • Implement a care account and self-service portal for assessments in adult social care. • Review and republicise our customer service and standards. 	<ul style="list-style-type: none"> • MyAccount registrations and transactions. • Customer service –basket of performance indicators. • Accessibility of website pages.
24. Good governance: We will deliver governance arrangements which supports strong political leadership and effective decision making.	<ul style="list-style-type: none"> • Deliver a smooth and efficient election in May 23. • Develop a good induction programme for Councillors. • Continue review of the Council's constitution including financial and contract procedure rules. • Implementation of scrutiny improvement plan. • Implement a members development programme. 	<ul style="list-style-type: none"> • Delivery of election. • Meetings and agendas on time. • Meetings and information available online. • Procure services in a quick and flexible manner, delivering value for money.
25. Community engagement: We will keep our communities informed and engage residents in open dialogue which promotes a shared responsibility for shaping services in the county.	<ul style="list-style-type: none"> • Develop a new communication and engagement strategy. • Review and refresh participation and engagement strategy for children and young people. • Deliver engagement through community consultations on key areas of development. • Deliver campaign work to increase community capacity e.g. community litter picks, community speed watch etc. 	<ul style="list-style-type: none"> • Customer satisfaction basket of indicators. • Number of key projects utilizing new Engagement framework.

Strategies, Policy, Plans

The following plans underpin the delivery of each priority and includes further detailed information on key actions and deliverables.

A special place	Sustainable lives
<ul style="list-style-type: none"> Local Plan Economic Development Strategy Tourism Strategy Highways Infrastructure Asset Management Strategy Housing Allocations Policy Private Sector Housing Renewal Policy Tenancy Strategy 	<ul style="list-style-type: none"> Environment Strategy Waste Management and Streetscene Strategy Local Transport Plan 4 Digital Rutland Strategy Bus Service Improvement Plan Passenger Transport Strategy Parking Policy Public Rights of Way Improvement Plan

Healthy and well	A county for everyone	A modern and effective Council
<ul style="list-style-type: none"> Health and Wellbeing Strategy Adult Social Care Strategy Sport and Recreation Facility Strategy Carers Strategy Autism Strategy Dementia Strategy Rutland Market Position Statement Local Outbreak Management Plan Suicide Prevention Action Plan CYP Emotional, Mental Health & Wellbeing Plan Joint Strategic Needs Assessments 	<ul style="list-style-type: none"> Children and Young People's Plan Housing Homelessness & Rough Sleeping Strategy Community Safety Strategy Children's Development Plan Education Framework Joint SEND Commissioning Strategy Domestic Abuse Strategy Safeguarding Children Partnership Business Plan Safeguarding Adults Board Business Plan Youth Justice Plan 	<ul style="list-style-type: none"> Medium Term Financial Plan Treasury Management Strategy Capital Investment Strategy Customer Experience and Digital Plan Communications and Engagement Plan Asset Management Plan Equality, Diversity & Inclusion Statement

Review & Monitoring

The following diagram illustrates how the Corporate Strategy fits into the Future Rutland Vision and wider Council strategies. It also details how we will monitor progress towards the delivery of the Corporate Strategy and the commitments of the Council. Underpinning the performance reports is a **detailed performance framework** which includes a set of key performance measures which are monitored against each priority area.

