



Cabinet


11 June 2019

The Covey Room, One
Angel Square



2pm

This agenda is managed by Barbel Gale, Democratic Services.
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* Papers circulated > Papers to follow

 Denotes a key decision

AGENDA

Item No.	Subject	Page No	Responsible Cabinet Member	Contact name & Tel. no. (01604)
01.	Apologies.	--		Barbel Gale 367730
02.	Notification of requests from members of the public to address the meeting.	--		Barbel Gale 367730
03.*	Minutes of the meeting held in public on 14 May 2019	5 - 22		Barbel Gale 367730
04.	Declarations of interest by Councillors, if any. Councillors should be reminded of the seriousness of not declaring an interest in any items to be discussed on the agenda, irrespective of whether they are a member of the committee or not. Further guidance is attached to this agenda document.	--		
05.	Announcements			
ITEMS REQUIRING DECISIONS				
06. * 	Capital Approvals	23 - 28	Councillor Longley	Andrea Devereux 367348
07. *	Northamptonshire Adult Social Services Strategic Plan 2019-22	29 - 44	Councillor Naden-Horley	Anna Earnshaw 362991
08. *	Delivering infrastructure-led growth, digital connectivity and business support in Northamptonshire	45 - 66	Councillor Morris	Ian Achurch / Sarah Ellwood 367798
09. *	East Kettering Junction Improvements	67 - 74	Councillor Morris	Chris Wragg – 364411
10. * 	New Safeguarding partnership arrangements	75 - 99	Councillor Baker	Lisa Walsh 364036

Item No.	Subject	Page No	Responsible Cabinet Member	Contact name & Tel. no. (01604)
EXEMPT BUSINESS				
<p>In respect of the following items the Chairman may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Committee is requested to resolve:</p> <p>“That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them”</p>				
URGENT BUSINESS				



Susan Zeiss, Proper Officer

Date issued: 3 June 2019

This information can be made available in other formats upon request. Please contact Barbel Gale, Democracy Officer, Democratic Services on Tel. (01604) 367730, Mobile. 07500 605613 or E-mail: bgale@northamptonshire.gov.uk

Public Contribution to Cabinet Meetings

This section of the agenda provides members of the public with information on the role and membership of the Cabinet, and on opportunities to attend and contribute to Cabinet meetings.

What is the Cabinet?

The Cabinet is the body that takes most decisions relating to the running of the services provided by Northamptonshire County Council, within the policies (for example, the Council budget) that have been agreed by the Full Council.

Who are the members of the Cabinet?

The Cabinet consists of the Leader of the Council and 5 other councillors from the political group that has a majority on the Council. Each of these Cabinet members has specific responsibilities (referred to as their “portfolio”) for different Council services, as follows:

Councillor	Responsibilities
Matthew Golby	Leader of the Council
Elizabeth Bowen	Deputy Leader & Public Health
Fiona Baker	Children, Families & Education
Malcolm Longley	Finance
Ian Morris	Transport, Highways, Environment & Public Protection
Sandra Naden-Horley	Adult Social Care

When does the Cabinet meet?

Cabinet meetings usually take place on the second Tuesday of each month at 2pm, the venue will be confirmed when the papers for that meeting are published. Cabinet meeting dates in 2019/2020 are as follows:

- Tuesday 11 June 2019
- Tuesday 9 July 2019
- Tuesday 10 September 2019
- Tuesday 8 October 2019
- Tuesday 12 November 2019
- Tuesday 10 December 2019

How do I find out about what is being discussed at future Cabinet meetings?

The agenda papers for all Council committee meetings are published 5 working days in advance and can be obtained from County Hall or downloaded from the County Council website at: <http://cmis.northamptonshire.gov.uk/cm5live/>

Every month the Council also publishes a list of future Cabinet decisions known as the Forward Plan. This provides a summary of upcoming business and sets out when particular items are due to go to Cabinet. Copies of the Forward Plan are available from County Hall or at:

<https://cmis.northamptonshire.gov.uk/cm5live/ForwardPlan.aspx>

Can I take part in Cabinet meetings?

Cabinet meetings are normally held in public and members of the public are welcome to attend to listen to discussion. Members of the public may request to address the Cabinet or ask a question on any item on the agenda for that meeting. Anyone wishing to speak at a meeting should notify the Committee Manager (whose name and contact details are given on the front page of this agenda) by 12 noon at least two working days before the day on which the meeting is due to take place.

Declarations of Interest

Members are reminded that the Code of Conduct contains provisions relating to the declaration of Disclosable Pecuniary Interests, (DPI), and Non-Statutory Disclosable Interests, (NSDI). Please refer to the Members' Code of Conduct in Part 5 of the Constitution for a fuller description of what constitutes a DPI or an NSDI.

Members are asked to note that under the new Code of Conduct, they need only declare the existence of either a DPI or NSDI, if that interest is **not** already listed in their register of Members' interests. Councillors are reminded of the seriousness of failing to declare a DPI or NSDI interest. In addition, Members are reminded that if they have a DPI or a significant NSDI, in a matter to be discussed, whether registered or not, they must not take part in the debate or vote on that matter and should remove themselves from the meeting room irrespective of whether they are a member of the committee.

When declaring an interest at a meeting, councillors are asked to state:

- The item number in which they have an interest;
- The nature of the interest; and
- Whether the interest is a discloseable pecuniary interest, (DPI), or non-statutory disclosable interest, (NSDI).

Seeking Advice...

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

Notice of items on this agenda which may be held in private

At times it is necessary for the Council to give consideration to items where the public must be excluded from the meeting. Members of the public are excluded from meetings whenever it is likely that, in the view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. This includes exclusion from access to any pertinent documents.

Details of the exemption categories can be found in the 'Access to Information Procedure Rules' section in the Council's Constitution.

The table in this section lists any items which may be considered in private at this meeting, the reason for holding the meeting or part of the meeting in private, any representations made to the Council regarding why the meeting should be held in public along with the Council's response to these representations.

Details of any items of this agenda which may be held in private			
Decision making body:	Cabinet		
Date & Time of meeting:	None		
Item in respect of which the meeting or part of the meeting may be held in private	Reason for holding the meeting or part of the meeting may be held in private	Details of any representations made to the Council regarding why the meeting should be held in public	Details of the Council's response to the representations
None	None	None	None



Democratic Services
One Angel Square
Angel Street,
Northampton, NN1 1ED

CABINET

Minutes of the meeting held on 14 May 2019 at 2pm

Venue: Covey Room, One Angel Square, Northampton (Meeting held in public)

PRESENT (FOR ALL OR PART OF THE MEETING):

Cabinet Member

Councillor Matthew Golby

Councillor Cecile Irving-Swift

Councillor Fiona Baker

Councillor Malcolm Longley

Councillor Ian Morris

Councillor Sandra Naden-Horley

Portfolio

Leader of the Council

Deputy Leader & Public Health

Children, Families and Education

Finance

Transport, Highways, Environment & Public Protection

Adult Social Care

OTHER COUNCILLORS PRESENT (FOR ALL OR PART OF THE MEETING):

Councillor Richard Auger

Councillor Elizabeth Bowen

Councillor Julie Brookfield

Councillor Pinder Chauhan

Councillor Julie Davenport

Councillor Graham Lawman

Councillor Gill Mercer

Councillor Suresh Patel

Councillor Mick Scrimshaw

Councillor Christina Smith-Haynes

Councillor Danielle Stone

Councillor Michael Tye

Councillor Jane Birch

Councillor Wendy Brackenbury

Councillor Adam Brown

Councillor Michael Clarke

Councillor Eileen Hales

Councillor Dr Andy Mercer

Councillor Dennis Meredith

Councillor Victoria Perry

Councillor Jason Smithers

Councillor Chris Stanbra

Councillor Winston Strachan

Mr Bill Jessup – Independent Chairman of the Audit Committee

ALSO PRESENT (FOR ALL OR PART OF THE MEETING):

Officer

Ian Boll

Gwyn Botterill

Dominic Donnini

Ian Duncan

Anna Earnshaw

Chrissie Farrugia

Barbel Gale

Theresa Grant

Paul Hanson

Paul Helsby

Janet Kealey

Tony McArdle

Role

Assistant Director Environment, Development and Transport

EHC Service Manager

Director of Commercial & Place

Executive Director Finance

Executive Director Adults, Communities and Wellbeing

Chief of Staff – Commissioners

Democracy Officer (Minutes)

Chief Executive

Democratic Services Manager

Director of Transformation

Deputy Monitoring Officer

Lead Commissioner

Officer	Role
Sharon Muldoon	Assistant Director Quality & Performance
Brian Roberts	Finance Commissioner
Lucy Wightman	Director of Public Health

There were 17 members of the press and public in attendance.

62/19 Apologies for non-attendance

There were none.

63/19 Notification of requests from members of the public to address the meeting

Notifications to speak were received as detailed below:

Item 06 – Scrutiny of Northamptonshire County Council payments to Early Years providers, Mrs Jean Lineker and Ms Julie Norris, Crazy 4 Kids.

Item 07 – Scrutiny of progress with Children First Northamptonshire improvement work. Mrs Jean Lineker.

Item 13 – Funding of Unaccompanied Asylum Seeking Children who are Appeal Rights Exhausted, Mr Ciaran Dowling

Item 14 – Update on library consultation and future service, Mr Nick Amis, Higham Ferrers Community Library Group, Mrs Alison Richards, Dr Graham St.John-Willey, and Bridget Arregger, Chair of Buckby Library & Hub community group.

64/19 Minutes of the meeting held in public on 9 April 2019

RESOLVED: The minutes of meeting held in public on 9 April 2019 were agreed and signed as a true record.

65/19 Declarations of Interest by Councillors

Item	Councillor	Type	Nature
14	Stanbra	Non statutory discloseable interest	He was a member of the community group that was proposing to run Danesholme Library.

66/19 Announcements

The Chief Executive explained that a statement had been released by the Secretary of State (SoS) for Ministry of Housing, Communities and Local Government indicating he had approved the submission to replace the existing eight councils across Northamptonshire with two new unitary councils. She read the following aspects of the statement:

- Following the consultation 90% of respondents to the telephone survey agreed there was a need to make changes to local government in Northamptonshire. 83% of the over 6000 individuals who responded agreed there was a need for change.
- The SoS for Ministry of Housing, Communities and Local Government indicated he was satisfied that the proposal of two unitary authorities would

improve local government and service delivery. He agreed with the SoS for Education that a Children's Trust should be established discharging functions on behalf of both authorities. The new arrangements would be operational from April 2021, this had been delayed to ensure a safe transition to all new service delivery arrangements.

- The SoS for Ministry of Housing, Communities and Local Government had established 2 shadow authorities with elections to those shadow authorities being held in May 2020 meaning the district elections for that period would be cancelled.

The Chief Executive indicated a link to the statement would be circulated following the meeting.

The Chairman explained that Item 14, Update on library consultation and future service would be brought forward to accommodate the public speakers.

67/19 Update on library consultation and future service

At the Chairman's invitation Mr Nick Amis, member of the Higham Ferrers Library Group made the following points:

- Higham Ferrers was a community with needs just like many other towns and villages;
- There is one public building where people can gather to support one another which was the Library;
- The library was a place to escape distractions to concentrate on school work along with supporting young mums and the elderly;
- Many services supporting vulnerable people in the town had been lost however the library had saved money by reducing the demand on key services;
- The Higham Ferrers Library Group was formed last September and had met with Anne Lovely, Strategic Manager on 5 October to discuss the plan to reduce opening hours. During that meeting the group proposed to recruit library volunteers to maintain opening hours along with a long term plan to take on the library but at a peppercorn rent;
- A second meeting was then held with 70% of those responding offering to become library volunteers. Training was arranged and those volunteers were in post in a matter of weeks;
- In January the group met again with officers to discuss the long-term plans for the library, including peppercorn rents, which were considered a potential way forward;
- The group was later presented with a proposed rent of £19k per annum with terms requiring the group to take on full maintenance and repair of the building. This was not viable for a community run library;
- The group had worked closely with Higham Ferrers Town Council to find a way to keep the library open and had met all of NCC's demands but felt they had not been met halfway;
- It was felt that NCC had reduced staffing levels, failed to maintain the building, planned to move out groups renting part of the building and taken away equipment however the group were still offering to run the library; and
- He queried if NCC would support and work in partnership with them to keep Higham Ferrers library open at a nominal rent with the building in good repair.

At the Chairman's invitation Mrs Alison Richards made the following points:

- She asked what the pitfalls of the final library plans were;
- She asked if any positive progress had been made;
- She thanked the officer for a well written report with no spelling errors;
- The report indicated two major pitfalls for 17 of the 36 libraries which were about to be removed from the statutory provision of public libraries in the county;
- She noted there would be months of negotiations following the decision made at this meeting, during which time business plans would be assessed to satisfy the Council's need for best value;
- She felt there would be no best value for the volunteers who would be running the libraries and she feared for them;
- Her local library was opened once a month for two hours on a Saturday by volunteers who had been criticised because a member of staff was not available, this was not acceptable;
- Libraries were not expensive for the Council to run but provided an invaluable service;
- Distancing the Council from that service and not providing for the buildings within the communities creates a pitfall for the volunteers managing those libraries; and
- She noted that if arrangements became unviable then the service of those libraries outside of NCC's statutory provision would cease.

At the Chairman's invitation Dr Graham St.John-Willey made the following points:

- He supported the comments of the residents of Irchester in the Library Consultation analysis indicating the Council had failed to give sufficient attention to the local belief that the library belonged to the people of Irchester as it was vested to the Council and should be returned to them;
- He quoted paragraph 398 of the Library Consultation Analysis which indicated many respondents felt the current library building had been 'gifted' to the local community expressing concern that the Council had not taken this into account. Some respondents felt this was causing unnecessary confusion as to the future of the building. It was felt the library should exist in its current location because it was provided for a specific purpose and should revert back into the ownership of the Parish Council;
- He had been advised that LGSS Law Ltd had advised the Council that 'there would not be a vesting certificate as the legislation which gave rise to the transfer did not require one and based on the information it was the Council's view that no vesting certificate existed as one was not required under the act';
- He explained he had queried this because he had documentary evidence that a vesting certificate did exist and that the Council have an undertaking that it would keep the certificate in safe custody and he provided a copy of the document in his possession;
- He did accept his interpretation of the meaning of the certificate could be wrong given he had not seen it but felt it should be examined and if it wasn't he would recommend that the parish council apply for a judicial review; and
- He asked what and when, precisely had specific acts, searches and other activities been carried out by NCC to locate the vesting certificate relating to the legal title to Irchester library.

At the Chairman's invitation Ms Bridget Arregger made the following points:

- She explained that Buckby Library and Hub community group were ready and willing to run Long Buckby library but asked if the Council would reconsider the proposal to designate the library as a community managed library outside of statutory provision;
- Following a review of the documents and proposals for each library there were compelling reasons why Long Buckby library could be retained as part of the statutory provision while under community management;
- Using the Council's interactive mapping tool the distance had increased to five miles by road from the new Daventry library however with the reduction in bus services it was no longer feasible for library users to get to Daventry during the day on public transport;
- The library was listed as a 'high active' library and was higher than a number of libraries that were retained as part of the statutory provision;
- They were surprised that as a designated Children's Centre with a high use that was highly valued by the village that it was set outside statutory provision whereas some libraries with lower usage were part of the statutory provision;
- The library was listed as providing relatively high value for money, considerably better than some that were part of the statutory provision;
- They were concerned about the discrepancy between Earls Barton library and Long Buckby library given that Earls Barton library had been designated as part of the statutory provision and would only need to pay a peppercorn rent while being run as a community library to reduce the risk of failure and the financial burden on the community;
- Long Buckby library would have to pay £9000 rent per annum and while the parish council had agreed to pay the rent it was preclude them from providing any financial contribution to the operating costs of the library;
- The community group would need time to build the fundraising capacity necessary to raise the £10-15,000 running costs each year however if it was part of the statutory provision including paying a peppercorn rent, the parish council would be able to provide assistance in the start-up phase; and
- She indicated the group had applied to Daventry District Council for financial help but had not yet received indication that they would be able to help.

At the Chairman's invitation the Deputy Leader with responsibility for Public Health, Councillor Irving-Swift, introduced the report (copies of which had previously been circulated) and made the following points:

- She thanked all of the speakers and welcomed the acknowledgement that the report was well written and easy to read;
- She thanked all of the community groups, parish councils, district and borough councils and members of the public for taking part in the consultation, noting that 2255 responses had been received;
- She noted that many of the Councillors had attending the briefing sessions;
- She noted that the Chief Executive and Director of Public Health had worked hard to achieve this position;
- The proposal was for there to be fourteen NCC managed statutory libraries, five community managed statutory libraries and seventeen community managed non-statutory libraries;
- The consultation process had been run for eight weeks;
- NCC would meet with all seventeen community managed non-statutory library groups;

- Equality impact assessments had been prepared for each library and she felt they were valuable documents and clarified that all Cabinet members had read them;
- The final outcome was still subject to discussions and completion of a service level agreement with each community group and she encouraged all groups to submit their proposals;
- She clarified that £1m of Section 106 funding had been allocated to libraries; and
- She explained the next step of the process would be to develop a timetable with each group with the handover process to start in October 2019.

The Chairman noted that it was a good high quality report which represented the process made. They had met with all political groups last year and had given their assurance they would do their best to keep all libraries open. He gave this thanks to the Director of Public Health and her team, the Deputy Leader with responsibility for Public Health and everyone involved for the work carried out.

Councillors made the following points:

- Anne Lovely, Strategic Manager, Core Frontline Services was praised for her professionalism during the process;
- The risk and business continuity management section of the report mentioned that the Council was confident that the number of libraries being maintained as statutory were comprehensive and efficient but it was queried what tests had been carried out to confirm this view;
- Assurance was sought that any fixtures and fittings currently in libraries would remain following a handover;
- It was believed that some of the proposed rents were in excess of what the Council was paying and clarity was sought on this;
- A request was made for the proposals regarding the library in Kingsthorpe South to be reconsidered because there was an opportunity for the library to be managed by Northgate school providing opportunities for children with special educational needs to volunteer there however the terms of the lease currently prohibited the school from applying;
- There were many libraries that could not afford to pay the rent;
- It was queried if the unintended consequences of the proposal had been considered such as the effects on the elderly or young mothers, which could lead to them feeling isolated;
- It was felt that those areas with libraries that weren't supported by a parish council were being discriminated against; and
- It was queried if an extension could be provided to allow extra time to submit proposals.

The Chief Executive explained that following independent advice the approach taken had been applied consistently to all groups however the Council had a duty under best value to get back its investment in the libraries. The Council would work with all groups to try to make the libraries viable. In the case of the Kingsthorpe South library it was suggested that the school worked up a business plan and submitted it to see what was possible.

Councillor Irving-Swift explained she had visited all the libraries and had met many volunteers. The Council was unable to provide peppercorn rents due to the rules

around providing best value with public funding. It was hoped that no libraries would have to close.

RESOLVED: That Cabinet:

- 1. Noted the consultation process and outcome, including all associated Equality Impact Assessments, and recommendations that have been made in the light of these.**
- 2. Approved the proposals for the library services as outlined in section five and to note the implications on individual libraries.**
- 3. Agreed that authority be delegated to the Director of Public Health, in consultation with the Cabinet Member for Public Health and Wellbeing, to start negotiations with the relevant Community Groups and Councils to implement proposals. For non-statutory libraries, where following negotiations a proposal no longer looks viable and no suitable alternative can be found, authorise closure of the library.**
- 4. Noted the proposed next steps and potential impact on library property issues and agree that authority be delegated to the Director of Place, Partnerships and Communities, in consultation with the Cabinet Member for Finance, to agree the individual terms of the property transactions.**

68/19 Scrutiny of Northamptonshire County Council payments to Early Years providers

At the Chairman's invitation, the Chairman of the Overview and Scrutiny Committee introduced the report (copies of which had previously been circulated). He explained that he was proud of the work undertaken by the Committee in this area. The Committee had engaged in evidence gathering sessions and had met with external providers leading to a fully informed decision being made. He felt this was a good example of effective scrutiny being conducted.

The Cabinet Member with responsibility for Children, Families and Education, Councillor Baker thanked all of the members who took part in the review. She admitted that errors had been made in the past. An audit had been carried out and the errors were now known and there was a new team manager in place.

The Cabinet agreed with most of the recommendations but did not agree with the proposed recommendation number one which indicated that the Cabinet agreed that Northamptonshire County Council should consider reverting to its previous arrangement of making termly funding payments to early years providers as a matter of urgency.

The Cabinet also did not agree with the proposed recommendation number six which indicated that the Cabinet agreed that the Council should consider reverting to the Tribal payments system used for early years funding before September 2017 if this would produce better overall outcomes than the current payments system.

Those two recommendations could not be agreed without consultation being conducted with providers and other users of the payments system.

At the Chairman's invitation Mrs Jean Lineker queried why payments were being made late and asked if the Council had considered the knock-on effects this had on the providers and their staff. She was aware of one particular owner who had needed to pay staff from her own money because the Council's payment had been late.

At the Chairman's invitation Ms Julie Norris made the following points:

- She managed six early years sites and worked with other local authorities;
- She supported the choice to remain with the current system of monthly payments because it was easier to manage children moving provision with that system;
- She believed that there would be more issues if the process was reverted; and
- In response to a question posted on a Facebook group page most people wanted the payments system to stay as it was.

Councillors thanked the Overview and Scrutiny Committee for carrying out the review and it was noted that members of the Overview and Scrutiny Committee would welcome early sight of the Internal Audit report before it was considered by the Audit Committee.

The Assistant Director Quality & Performance made the following points:

- She clarified that changes to the system used for payments to early years providers could not be made without consultation being conducted;
- She explained that at the time of the meeting funding was outstanding to twelve providers;
- She indicated that by the end of May all of the remaining providers will have received their outstanding payments.

Councillor Baker explained that the team had a restricted number of staff who had worked hard to resolve the issues.

The Chairman thanked Overview and Scrutiny for their review and recognised the progress already made on some of the recommendations. He acknowledged the proposed recommendations numbered one and six but indicated the Cabinet could not agree them at this time. He then asked Cabinet to consider the recommendations including the removal of the following two recommendations:

- That the Cabinet agrees that Northamptonshire County Council should consider reverting to its previous arrangement of making termly funding payments to early years providers as a matter of urgency.
- That the Cabinet agrees that the Council should consider reverting to the Tribal payments system used for early years funding before September 2017 if this would produce better overall outcomes than the current payments system.

RESOLVED: That Cabinet:

- 1) Agreed that Northamptonshire County Council should consider reverting to its previous arrangement of making termly funding payments to early years providers as a matter of urgency.**
- 2) Agreed that the Council should ensure that funding confirmed as owing to individual early years providers is paid by the Council without delay, to a clearly stated deadline, and not using staged payments.**
- 3) Agreed the importance of good communication as part of the effective future operation of early years payment arrangements, including specifically:**
 - **Establishing and maintaining a clear common understanding of how arrangements are operating, between different parts of the Council**

involved in delivering this function and between the Council and early years providers, and

- Putting in place contact arrangements between the Council and early years providers that enable providers to receive a prompt response to queries.
- 4) Agreed that the Council should ensure that it understands the issues that have caused its early year's payment arrangements to operate ineffectively, taking account of the Internal Audit Review currently underway.
 - 5) Agreed that work by the Council to enable the effective future operation of its early year's payment arrangements should include consideration of why equivalent arrangements have been able to operate more effectively in other local authorities, such as Lincolnshire County Council as the Councils' Partner in Practice and Cambridgeshire County Council as a fellow partner in LGSS.
 - 6) Agreed that the Council should consider reverting to the Tribal payments system used for early years funding before September 2017 if this would produce better overall outcomes than the current payments system.
 - 7) Agreed the need for the Council to ensure that sufficient resources and capacity are in place to sustain the effective future operation of early year's payment arrangements, taking into account that moving resources within the Children First Northamptonshire budget will potentially affect other functions.
 - 8) Agreed that written responses to the Overview & Scrutiny Committee's recommendations above be provided in accordance with the process set out in paragraph 6.2 of this report.

69/19 Scrutiny of progress with Children First Northamptonshire improvement work

At the Chairman's invitation, the Chairman of the Overview and Scrutiny Committee introduced the report (copies of which had previously been circulated) saying the Committee had concerns about the amount of work yet to be done regarding the recruitment and retention of social workers. It was noted that performance on unallocated cases was interrelated with the social worker recruitment and retention given that cases could only be allocated if staff were available. The improvements in performance of the Multi-Agency Safeguarding Hub (MASH) were welcomed and the importance of continuing that improvement was highlighted.

At the Chairman's invitation Mrs Jean Lineker made the following points:

- She explained she had been campaigning for three years for children to be safeguarded;
- She was aware of instances where social workers had arrived to conduct home visits and the parents had not been notified of the visit;
- She believed that all visits should be announced;
- She felt that social workers should speak to the child first and listen to what's being said;
- The caseloads for social workers should be reduced and there was a need to ensure that every child who needed one should have a social worker allocated to them;
- She believed that many social workers were not sure which departments to allocate children too; and

- When a child leaves care they should be automatically provided with all of their reports and have assurance that the data is correct.

The Cabinet Member with responsibility for Children, Families and Education, Councillor Baker thanked Overview and Scrutiny for the work carried out. The Director of Children's Services and her team did implement many of the recommendations. A new Target Operating Model (TOM) would be implemented to support officers including the creation of smaller teams.

Councillors made the following points:

- It was queried when the improvement plan would be published and work would begin to meet those outcomes;
- Evidence to prove confirmation of the improvements was requested;
- The constant turnover of social workers creates gaps in the processes followed;
- It was queried what was being done to remove the delay with the unallocated cases and were those children at risk during the delay;
- It was felt that the rules regarding Data Protection inhibited councillors from assisting their constituents adequately; and
- It was felt that the speaking arrangements at Cabinet did not allow councillors to contribute during meetings.

Councillor Baker explained that constituents could be asked to give written permission to a councillor that would allow questions to be raised on their behalf. This approach met the Data Protection requirements.

The Assistant Director Quality & Performance made the following points:

- She explained there was daily oversight on the unallocated cases;
- She clarified that priority was given to all child protection cases which were allocated within a day;
- Cases were not allocated unless it was known that they would be worked;
- The improvement plan had been refreshed;
- There had been significant changes in the MASH and First Response teams;
- A number of live audits were being conducted; and
- She believed that Children First Northamptonshire had teams that were established and stable.

The Chairman confirmed that progress within Children First Northamptonshire was a priority. He agreed that retention and recruitment of social workers was critical. He thanked scrutiny for the report and hoped that it would be revisited by scrutiny at the appropriate time.

RESOLVED: That Cabinet:

- 1) Recognised that the Overview & Scrutiny Committee acknowledges progress made on improving the operation and performance of children's social care services and actions to support further improvement outlined by the Director of Children First Northamptonshire.**
- 2) Recognised that the Overview & Scrutiny Committee considers that social worker recruitment and retention is central to achieving further necessary improvement and that the Committee remains concerned**

about Northamptonshire County Council's ability to address current pressures on recruitment and retention.

- 3) Considered whether Northamptonshire County Council should revert to National Joint Council terms and conditions of service as a means of improving recruitment and retention of children's social workers.**
- 4) Recognised that the Overview & Scrutiny Committee is disappointed and concerned at the amount of progress made so far with actions to implement the recommendations of the Social Worker Recruitment & Retention Scrutiny Review and the resulting risk to the effectiveness of children's social care services.**
- 5) Reinforces the urgency of implementing actions resulting from the Social Worker Recruitment & Retention Scrutiny Review and agrees to advise the Committee of specific timescales for the completion of each activity.**
- 6) Agreed that written responses to the Overview & Scrutiny Committee's recommendations above be provided in accordance with the process set out in paragraph 8.2 of this report.**

70/19 Provisional Outturn Report for the financial year ending 31st March 2019

At the Chairman's invitation the Cabinet Member with responsibility for Finance, Councillor Longley, introduced the report (copies of which had previously been circulated) explaining the provisional outturn for 2018-19, was an underspend of £1m. A figure in Table Eight of the originally published report was incorrect. The table did not include the £991k underspend from the provisional revenue outturn position. A number of year-end adjustments were required and he clarified the aged debt provision along with the debt provision for LGSS Law had been included in the accounts. He explained that the financial information for period one and two of the 2019/20 budget would be provided together at the July 2019 meeting.

The Chair of the Overview and Scrutiny Committee made the following points:

- He requested to address Cabinet for longer than the prescribed three minutes to aid transparency;
- The Committee welcomed the balanced budget for 2018/19 but noted it had been achieved without capital dispensation from the Government;
- The need for future savings in Children's Services was noted;
- The Committee recognised there would be uncertainty until the Improvement Plan for Children First Northamptonshire was published and requested oversight of the plan at the earliest opportunity; and
- Concerns were raised regarding the money owed by LGSS Law with a breakdown being requested to show the reasons for the outstanding debt and how much was the interest for payments not being made.

Councillors made the following points:

- A concern was expressed that the capacity in Children First Northamptonshire could be compromised due to the under-spend and further information was requested about the future potential impacts of this;
- Further information regarding the underspend for Wellbeing and Prevention and the favourable movements in libraries was requested;
- It was queried if the review of the suspense and control accounts would lead for further costs for the Council; and

- Regarding the transparency of any private companies that the Council had a financial shareholding in, it was asked if this information could be made public.

Councillor Morris clarified that Place was underspent by £2.4m and officers had worked hard to achieve that position. The Stabilisation Plan was contributing to the savings required. He welcomed the new Director of Place and Commercial, Dominic Donnini to the Council and gave his thanks to Ian Boll for all had done as the Interim Director.

Councillor Naden-Horley indicated that all Cabinet Members were aware of the risks across all directorates and were challenging officers daily to make the required savings. She thanked the Overview and Scrutiny Committee for its robust challenge and feedback.

The Chairman explained the finance report had evolved over time to deliver the information in a clearer and more transparent manner.

The Executive Director of Finance explained that the Capital Dispensation was used to cover the deficit balance from 2017/18, to create a general fund reserve for 2019/20 and to offset the shortfalls in the delivery of savings in the Stabilisation Plan. Balancing the 2018/19 budget had not been reliant on using capital dispensation.

Councillor Longley indicated that a response to the points raised by Overview and Scrutiny would be provided. He acknowledged that the budgets were fragile.

RESOLVED: That Cabinet:

- 1) Noted the forecast outturn position for 2018-19, and associated risks.**
- 2) Noted and endorse the use of the Capital Dispensation authorised by the Secretary of State on 28 November 2018; the change in aged debt provision methodology set out in Section 12 of the report; the transfer to General Fund and the transfers to/from Earmarked Reserves as set out in Section 10 of the report.**
- 3) Noted the transformation expenditure in section 7 and Appendix C.**

71/19 Monthly Capital Report (MCR) – Provisional Outturn for the financial year ending 31st March 2019

At the Chairman's invitation the Cabinet Member with responsibility for Finance, Councillor Longley, introduced the report (copies of which had previously been circulated) and said the provisional capital outturn expenditure had reduced from the previous month.

Councillors made the following points:

- Regarding the optimisation work planned for One Angel Square, confirmation was sought as to whether or not an additional floor was being added;
- The introduction of feminine hygiene products in the toilets was suggested;
- It was queried if the Capital Projects Board, Place Shaping Board and the Transformation Board were closed meetings;
- Information was sought on the repayment plan for Buckton Fields; and
- The creation of more desk spaces for staff in One Angel Square was welcomed but further information on the true costs for those desks was sought.

The Chief Executive explained that more infrastructure was needed to create the additional desks along with the need to purchase more IT equipment. She clarified that there was no additional floor being added.

Councillor Morris explained that members had been asked to submit a list of their top priorities for road resurfacing within their wards that they would like to see Northamptonshire Highways prioritise for resurfacing during 2019/20. There was no additional funding available for this work but options could be considered. He indicated that consideration could be given to the introduction of feminine hygiene products in the toilets.

Councillor Longley explained that the Boards mentioned in the report were indications of the governance procedures of the capital programme. He said that the land at Buckton Fields had been secured by charges to the land.

RESOLVED: That Cabinet:

- 1) Note the provisional capital outturn expenditure of £89m for 2018-19.**
- 2) Approve the promotion of five schemes from the development pool into the committed capital programme with investment totalling £2,801k:**
 - i. Pothole Fund 2019-20 - £812k**
 - ii. Angel Square Optimisation - £500k**
 - iii. Schools Strategic Maintenance – PFI Blinds - £480k**
 - iv. Woodford Halse Primary School - £129k**
 - v. Barton Road/Cranford Road Junction - £880k**
- 3) Approve the extension of one scheme within the current committed programme totalling £4,080k:**
 - i. A45 Northampton Growth Management Scheme**
- 4) Approve the change in funding and progress of the following scheme in the committed capital programme:**
 - i. East Northants Restructure – Prince William phase 2 - £800k**

Further detail on the above schemes can be found in Section 7.

72/19 Consultation regarding the Special Schools and Designated Units Sufficiency report

At the Chairman's invitation the Cabinet Member with responsibility for Children, Families and Education, Councillor Baker, introduced the report (copies of which had previously been circulated) and made the following points:

- She was seeking approval to begin a consultation process with stakeholders;
- The consultation would have a specific emphasis on engagements with children and young people with SEND and their families;
- The consultation was to consider the development of specialist placements for children and young people with SEND;
- Any changes as a result of the consultation would be funded by a Department for Education Capital Grant; and
- A further report would be submitted to Cabinet following the consultation to discuss the results.

Councillors made the following points:

- The report was welcomed and it was noted that the Assistant Director Vulnerable Learners, Alison Shipley and the EHC Service Manager, Gwyn Botterill had worked extremely hard on the proposals;

- It was known that the officers and families had worked hard in a challenging situation;
- The benefits of the proposal were:
 - The ability to provide special education places in all areas of the county so that local children could attend local schools keeping them close to their communities;
 - It would, over time, reduce the cost of transport as local places became available; and
 - Having a better understanding of the provision required to meet the needs of children and young people with different educational needs would inform more effective commissioning and lead to a reduction in the demand for out of county, independent, high cost, placements.

The Chairman felt it was a well written, comprehensive report and Councillor Baker thanked the officers for the work carried out on these proposals.

RESOLVED: That Cabinet:

- 1. Approved the commencement of a consultation process on the recommendations set out in this report.**
- 2. Noted that a further report will be presented to cabinet containing the results of the above consultation in order to make a final decision on the capital spend.**
- 3. Noted the contents of this report.**

73/19 Cliftonville Road Improvements, Northampton

At the Chairman's invitation the Cabinet Member with responsibility for Transport, Highways, Environment & Public Protection, Councillor Morris, introduced the report (copies of which had previously been circulated) and made the following points:

- The scheme had been on the Council's priority for some time;
- Following being successful in its bid for government funding the Council were in discussions with Northampton Borough Council (NBC), seeking their assistance to deliver the project;
- The focus of the scheme was widening the road from Bedford Road to the Northampton General Hospital 'back' entrance to give three lanes northbound to ease congestion;
- This was accompanied by improvement to the Billing Road and Wellingborough Road junctions to make the traffic flow better, including reinstating two lanes on part of Wellingborough Road;
- Officers had met with the Councillor Strachan, and the Deputy Leader of NBC to discuss their concerns and further meetings would take place;
- A public consultation was also planned to begin in June; and
- He was keen to see where cycle routes could be improved.

Councillors made the following points:

- The scheme was welcomed but concerns had been brought to the officers attention and it was hoped that these would feed into the consultation process;
- It was felt that the air quality would be adversely affected in the Wellingborough Road area; and
- It was suggested that smart traffic lights could be installed at certain junctions to reduce the effects of the air pollution.

Councillor Morris confirmed that views already submitted would feed into the consultation process beginning in June.

RESOLVED: That Cabinet:

- 1) Welcome the Government funding secured from the National Productivity Investment Fund to deliver the scheme.**
- 2) Agree the delivery of the improvements as described in section 3 of the report.**

74/19 A45 Northampton Growth Management Scheme

At the Chairman's invitation the Cabinet Member with responsibility for Transport, Highways, Environment & Public Protection, Councillor Morris, introduced the report (copies of which had previously been circulated) and made the following points:

- This was a Highways England Scheme that was being managed by the Council;
- Funding was from developer contributions, topped up by a grant from the Highways England Growth and Housing Fund;
- All of the schemes had gone through the various planning processes;
- Firstly were the Queen Eleanor and Brackmills junctions where work was being combined with worked undertaken by Homes England's Hardingstone development to avoid digging up the junctions twice;
- The Queen Eleanor works were the biggest element of the scheme with the carriageway being widened from two to three lanes;
- The work at Brackmills was more modest but still incorporated some widening; and
- Work would be undertaken to signalise the existing junction at Great Billing.

Councillors made the following points:

- Any changes that improved the follow of traffic on the A45 would be welcomed;
- The junction improvements made over time had been welcomed;
- It was felt that these proposals would make a difference to motorists;
- It was felt that the Northampton Gateway scheme was not welcomed;
- Northampton and Long Buckby were on a loop line that was known for service issues; and
- Reassurance was sought for those affected by the delays to the Northampton Gateway scheme.

The Chairman welcomed the investment in the county's infrastructure and expressed his concerns about the impacts of the Northampton Gateway and Rail Central Strategic Rail Freight Interchange schemes.

Councillor Morris explained that the decisions regarding the Northampton Gateway and Rail Central Strategic Rail Freight Interchange schemes rested with the Secretary of State however the decision was delayed. He felt that the funding package offered to deliver those junction improvements was insufficient.

RESOLVED: That Cabinet:

- 1) Acknowledged the extensive partnership working in this joint project.**

- 2) **Welcomed the £4.08m secured from the Highways England Growth & Housing Fund to accelerate delivery of the scheme.**
- 3) **Agreed the phased delivery of the improvements to the Queen Eleanor, Brackmills and Great Billing Interchanges as described in section 3 of the report.**

75/19 Funding of Unaccompanied Asylum Seeking Children who are Appeal Rights Exhausted (ARE)

At the Chairman's invitation Mr Ciaran Dowling made the following points:

- He has turned eighteen a couple of weeks ago and was taking time out from his revision to speak strongly that the proposal was wrong;
- People did not become an adult overnight at eighteen;
- The people affected by the proposal were amazing and had already suffered so much;
- He volunteered at a youth club, Learn to Live, which supported young people who were refugees and had sought asylum;
- He was privileged to know those young people and their stories and was in awe of them for the journeys they had made, the hardships suffered and for the way they dealt daily with the loss of loved ones;
- Supporting them to return home sounded great but many did not remember home and did not have a family or friends to support them;
- These young people were no different to other young people of the same age, they hoped to go to university, they were friendly, kind, compassionate young people despite the many difficulties they had faced;
- He had not been abandoned by his parents because he had turned eighteen and he asked why the Council thought it could do it;
- The Council's corporate parents should think how they would feel if they had a child or grandchild of a similar age who was left penniless, without a roof over their heads and vulnerable to exploitation;
- He wanted Northampton to do things differently and just because it didn't have to support these people didn't mean it could not support them;
- These were young people in desperate need of help and support; and
- He asked if there were other ways to do this as the impact on the young people would be devastating and they had suffered enough.

At the Chairman's invitation the Cabinet Member with responsibility for Children, Families and Education, Councillor Baker, introduced the report (copies of which had previously been circulated) and made the following points:

- This proposal was part of savings previously outlined in the previously agreed Stabilisation Plan which explored all areas of potential savings;
- The proposed policy change was in line with the Immigration Act 2016 which directed that those who had had their rights exhausted had no call on local authority funding;
- The Council received no funding for young people who were Appeal Rights Exhausted (ARE);
- When considering the change in policy the Council was aware of other local authorities had already ended funding for ARE young people;
- The process would work on a case by case basis, looking sensitively at the individual circumstances of each young person; and

- Should the decision be made to end support, a policy of gradual reduction of support would be followed and those affected would be transitioned to support services, such as the Red Cross and other charities.

Councillors made the following points:

- The proposal was not welcomed;
- It was understood that the Immigration Act 2016 was an advisory piece of legislation;
- Very few people knew the reason why these young people were in the county;
- The parents of these young people could be missing, they could have siblings in prison therefore their return home would not be welcomed;
- It was felt that these young people could bring many benefits to the county; and
- It was queried why the young people were ARE at this stage.

RESOLVED: That Cabinet agreed the ending of financial support for young people 18+ who are defined as Appeal Rights Exhausted, following completion of a Human Rights Assessment.

There being no further business the meeting concluded at 16.35PM

Barbel Gale
Democratic Services

Signed: _____ Dated: _____



CABINET

11 JUNE 2019

EXECUTIVE DIRECTOR OF FINANCE: IAN DUNCAN

**CABINET MEMBER WITH RESPONSIBILITY FOR FINANCE: COUNCILLOR
MALCOLM LONGLEY**

Subject:	Capital Approvals
Recommendations:	<p>Cabinet is requested to:</p> <ol style="list-style-type: none"> 1. Approve the promotion of six schemes from the development pool into the committed capital programme with investment totalling £8,234k: <ol style="list-style-type: none"> i. Highways Maintenance Block Incentive Fund 2019-20 - £2,560k ii. Household Waste Recycling Centres Sinking Fund - £260k iii. Community Equipment 2019-20 - £4,000k iv. Billing Brook Special Needs School Capacity - £250k v. Huxlow School Mobiles - £164k vi. Property Minor Works 2019-20 - £1,000k 2. Approve the extension of three schemes within the current committed programme totalling £1,872k: <ol style="list-style-type: none"> i. Schools Devolved Formula Capital (DFC) 2018-19 - £1,341k ii. Northampton Secondary Schools Capacity - £396k iii. Radstone Primary School - £135k <p>Further detail on the above schemes can be found in Section 5.</p>

1. Purpose of Report

1.1 This report seeks Cabinet approval for the promotion of six schemes from the Development Pool to be included in the Council’s committed capital programme and the extension of three schemes in the committed capital programme following recommendation at the latest meeting of the Place Shaping Board, Transformation Board or through the Executive Director for Place and Commercial and/or the Executive Director Finance.

2. How this decision contributes to the Council Plan

2.1 The Council’s vision is for Northamptonshire to be a county where everyone looks after each other and takes responsibility, where the vulnerable are protected and supported and where the people who can help themselves receive the assistance they need to stay independent and healthy.

The Council's capital programme helps the Council to deliver this vision through the following strategic priorities outlined in the Council

- Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police).
- Enabling individuals and communities to achieve better outcomes.
- Engaging with partners and communities to co-design and co-deliver services.
- Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term.
- Focusing resources on prevention and early intervention.
- Using technology and digital solutions to meet the needs of residents.
- Commissioning and procuring services and goods with partners.
- Utilising the Council's assets effectively.
- Reducing inequalities and disparity of opportunities.

3. Background

- 3.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services and to improve the infrastructure of Northamptonshire, with the benefits lasting over a number of years. Resources come from grants and contributions, capital receipts from surplus land and buildings, and where there is no other funding source available, short and long term borrowing. These sources of income are generally not permitted to be used for day to date revenue expenditure.
- 3.2 The Capital Programme has links to the revenue budget through the repayment of any loans taken out to fund capital investment. Given this impact on revenue, there is a detailed due diligence process for reviewing capital schemes before being recommended to Cabinet and full Council for approval.

4. Governance

- 4.1 The governance of the capital programme comprises:
- A Capital Projects Board chaired by the Executive Director for Place and Commercial, aimed at reviewing scheme progress through project management reporting and identifying issues and risks which require support to resolve or escalation to the Northamptonshire Leadership Team (NLT) and Finance Director.
 - The Place Shaping Board and the Transformation Board, chaired by the Chief Executive, review and consider business cases for new capital investment and funding prioritisation. New capital schemes or extensions to existing schemes are then recommended to Cabinet for approval. The Place Shaping Board also ensures that new developments, disposals, investments and acquisitions are taken forward by the County Council (independently or in partnership) supporting strategic objectives for financial sustainability, economic growth and regeneration across the County
- 4.2 A Capital Review Panel reviews and approves planned expenditure on committed schemes to ensure actual planned expenditure is appropriate and demonstrates value for money.

5. Recommendations and Updates to the Capital Programme

The Northamptonshire Leadership Team has recommended the following capital schemes be added to the Capital Programme.

No.	Scheme Status	Capital Scheme Title	Capital Budget Increases Requiring Approval (£000's)	Funding Source
1	Promotion from the Development Pool	Highways Maintenance Block Incentive Fund 2019-20	2,560	DfT Grant
2	Promotion from the Development Pool	Household Waste Recycling Centres Sinking Fund	260	Discretionary Funding
3	Promotion from the Development Pool	Community Equipment 2019-20	4,000	Discretionary Funding
4	Promotion from the Development Pool	Billing Brook Special Needs School Capacity	250	Basic Needs Grant
5	Promotion from the Development Pool	Huxlow School Mobiles	164	Basic Needs Grant/S106
6	Promotion from the Development Pool	Property Minor Works 2019-20	1,000	Discretionary Funding
7	Extension to Scheme	Schools Devolved Formula Capital 2018-19	1,341	DFE Grant
8	Extension to Scheme	Northampton Secondary Schools Capacity	396	Basic Needs Grant
9	Extension to Scheme	Radstone Primary School	135	Basic Needs Grant
Total			10,106	

Table 1 - Summary of capital schemes recommended for inclusion in the capital programme.

1. Highways Maintenance Block Incentive Fund 2019-20 - £2,580,000

This capital grant received from DfT is not ring fenced but is intended to be used for the maintenance of highway assets that NCC are responsible for. The grant will be used for maintenance works that extend the life of highway assets including roads and bridges.

2. Household Waste Recycling Centres (HWRC) Sinking Fund Contribution - £260,000

This funding will cover four years at £65k per year. The expenditure is part of the HWRC contract and is specifically detailed as a contribution to a sinking fund to be utilised for capital works. This capitalisation is linked to the delivery of a revenue saving within the Medium Term Financial Plan.

3. Community Equipment 2019-20 - £4,000,000

This scheme is for the planned capital investment required for NCC to purchase all community equipment on behalf of Adult Social Care and Health in 2019-20. This is linked to the delivery of revenue savings and replicates the approach in 2018-19.

4. Billing Brook Special School Capacity - £250,000

This contribution will allow the school to complete works to move 6th Form students to a stand-alone annex site to the main school. This will free up sufficient accommodation at the main site to offer 8 additional places to reception age pupils.

5. Huxlow School Mobiles - £163,618

This project will allow the replacement of mobile accommodation utilised by the school which is now 17 years old and not fit for purpose. It is proposed that mobiles previously used at Northampton International Academy are moved from their current storage site to replace the old mobiles at Huxlow with this budget covering the cost of moving the mobiles and refurbishment. The proposed funding is £79,032 from S106 balances and the remaining £84,586 from Basic Needs Grant.

6. Property Minor Works 2019-20 - £1,000,000

This project will cover capital expenditure at NCC properties relating to replacement and repair of boiler and ventilation systems, roofs and building fabric works. It will also cover requirements in relation to health and safety, water quality and fire regulations, along with other emergency works.

7. Schools Devolved Formula Capital 2018-19 - £1,341,000

This extension to the 2018-19 scheme recognises the additional £1,341k grant received announced in the autumn budget and paid by DFE to the Council in February 2019. This funding has been allocated by a formula to council maintained schools for expenditure on capital works.

8. Northampton Secondary Schools Capacity - £396,000

This scheme extension will allow Northampton International Academy to provide NCC with an additional 30 places (a bulge class) for the next three years. This will be achieved through internal modification of existing buildings and the establishment of a STEM (Science, Technology, Engineering and Maths) centre. The school will contribute £170,000 on top of the NCC funding.

9. Radstone Primary School - £135,000

An increase is required to the original £8m budget to allow for the revised cost of works to complete the school ahead of opening in September 2019. It is proposed that this additional cost will be met from Basic Needs Grant.

6. Consultation and Scrutiny

- 6.1 The Capital Strategy and planned capital expenditure are subject to consultation and scrutiny process prior to approval by Full Council in February each year.

7. Equality Screening

- 7.1 Where a scheme may have an impact upon customers with protected characteristics an equality impact assessment will be carried out by the service prior to the scheme being implemented to ensure that these implications are understood.

8. Alternative Options Considered

- 8.1 The deliverability of the Capital Strategy is monitored by each accountable project manager and senior officer up to Director Level. There is further review throughout the financial year through the operation of the Place Shaping Board and corporate oversight is provided through monthly NCC Leadership Team reviews.
- 8.2 If any overspends, or emerging pressures are identified during the year then mitigating actions will be sought and management interventions undertaken. Details of pressures, risks and mitigating actions implemented are provided as part of the finance monitoring reports as the year progresses.

9. Risk and Business Continuity Management

- 9.1 There are internal control processes in place to ensure that the Council does not spend beyond the resources available. Risk will be managed and monitored throughout the organisation during the delivery of the Council's budget plans.

Author:	Name: Andrea Devereux Team: NCC Finance – Place and NCC Group
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Background Papers:	
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	NO
Will further decisions be required? If so, please outline the timetable here	NO
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)?	Yes Name of SFM: Rosemary Pallot
Have any capital spend implications passed through Capital Programme governance procedures?	YES
Has the report been cleared by the relevant Director?	YES Name: Ian Duncan
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Cllr Malcolm Longley
Has the relevant scrutiny committee been consulted?	NO
Has the report been cleared by Legal Services?	YES Name of solicitor: Shahin Ismail
	Solicitor's comments:
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Simon Deacon
Have any property issues been cleared by Property and Asset Management	NO
Has an Equalities Impact Assessment been carried out in relation to this report?	NO
Are there any community safety implications?	NO
Are there any environmental implications:	NO
Are there any Health & Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	ALL



CABINET

11 JUNE 2019

DIRECTOR OF ADULTS, COMMUNITIES AND WELLBEING: ANNA EARNSHAW

**CABINET MEMBER WITH RESPONSIBILITY FOR ADULT SOCIAL CARE: COUNCILLOR
SANDRA NADEN-HORLEY**

Subject:	Northamptonshire Adult Social Services Strategic Plan 2019-22
Recommendations:	<p>Cabinet is asked to:-</p> <ol style="list-style-type: none"> 1. Note content and objectives of the draft Northamptonshire Adult Social Services (NASS) Strategic Plan for 2019-22 2. Approve the commencement of a stakeholder engagement process to confirm and agree these objectives and ensure that the voice of the user is represented.

1. Purpose of report

- 1.1 The Northamptonshire Adult Social Services Strategic Plan is a key document that will underpin our direction of travel during 2019-22 and ensure that our actions and related plans all link back to the same guiding principles.
- 1.2 It is also a key statement of intent for partners and stakeholders about how we will work and how we intend to make the best use of available resources to keep people in Northamptonshire independent in line with our mission and vision.
- 1.3 This report, with Cabinet agreement, formally launches the process to agree our strategy and commence an engagement and consultation process with key stakeholders to ensure their alignment with our plan and that their voice is represented in how we enact the strategy.

2. How this decision contributes to the Council plan

- 2.1 The Council’s vision is for Northamptonshire to be a county where everyone looks after each other and takes responsibility, where the vulnerable are protected and supported and where the people who can help themselves receive the assistance they need to stay independent and healthy.

<p>This initiative helps the Council to deliver this vision through the following strategic priorities outlined in the Council Plan:</p> <ul style="list-style-type: none"> • Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police). • Enabling individuals and communities to achieve better outcomes. • Engaging with partners and communities to co-design and co-deliver services. • Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term. • Focusing resources on prevention and early intervention.

- Using technology and digital solutions to meet the needs of residents.
- Commissioning and procuring services and goods with partners.
- Utilising the Council's assets effectively.
- Reducing inequalities and disparity of opportunities.

3. Background

3.1 The Northamptonshire Adult Social Services Strategy is reviewed and refreshed every three years. It is an important document that makes clear to all stakeholders how we will approach the provision of care and ensure we meet our duties under the Care Act and equally important how we will do this within the resources we have.

3.2 We are in the midst of a period of significant change with the launch of the NHS 10 year plan and the expected publication of the long awaited green paper on funding adult care in the future.

3.3 At a local level we are also moving into a period of great opportunity with Adults and Public Health working closely together to do more strategic commissioning with a focus on preventative work, with Health partners to develop our integrated care model and delivery, and with Local Government to form our two new Unitary Authorities.

3.4 Having a clear strategy and public statement of our priorities and how we are going to work is key in the context of all this change. It will help guide us and all key decisions that will need to be made as we progress. It will also help our stakeholders, customers and providers understand why we do what we do and what we are working towards.

4. Consultation and Scrutiny

4.1 This Strategy has been drafted and consultation undertaken with the Adults, Communities and Wellbeing Directorate Senior Leadership Team which consists of representatives from Public Health, Finance and Performance. It has also been presented to the Northamptonshire Leadership Team (NLT).

4.2 Once agreed at Cabinet, a wider stakeholder consultation and engagement process will begin which will include, feedback sessions with our staff, partners, providers and our service users. This will ensure our plan is clear and understood and stakeholders have an opportunity to feed in any additional areas of focus and priority.

5. Equality Screening

5.1 No equalities Impact Assessment has been undertaken but the planned engagement and consultation will ensure that key groups are consulted to ensure that the service strategy is clear and meets all our required duties.

Reason that no EqIA is required	✓ as appropriate
The paper is for information only	✓
The proposal/activity/decision has no impact on customers or the service they receive	
The proposal impacts upon staff but the proposed staffing changes will not affect the service that customers receive*	
Other (Please explain further)	

*Where a proposal affects staff, the appropriate HR processes will be followed, which have already been subject to the EqIA process and will be compliant with HR legislation

6. Alternative Options Considered

6.1 This Strategy outlines how Northamptonshire Adult Social Services will meet the requirements of The Care Act to help to improve people’s independence and wellbeing.

7. Financial Implications

7.1 There are no financial implications arising as a direct result of this Strategic Plan which simply outlines a model for delivery of this statutory service. However the approach of preventing and delaying need and acting promptly to reduce the risk of long term care is a fundamental part of our longer term financial plan and ability to avoid the rising costs of care.

7.2 Robust financial oversight is well embedded within the Adult Social Care Operating Framework/Governance.

8. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
There is a risk that the strategic Plan is at odds with the direction of travel within Local Government Reform in the county and the long term plan for the NHS.	The plan has been written with this in mind and to help inform the interaction and planning for these areas. Having a clear plan will make it easier for future design decisions to be aligned to our direction of travel.	GREEN

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
There are risks that market and community resources are not developed in line with our priorities and objectives. The publication of this plan will ensure that our intent and plans are clear and they are clear on their roles within it.	GREEN
There is a risk that the as Integrated health and Social Care systems are developed and the Children’s Trust is put in place that the service is unable to deliver on its priorities due to a diversion of views. The Strategic plan takes account of the direction of travel and will inform next steps and arrangements.	GREEN

There are no Business Continuity implications within the Strategic Plan.

9. List of Appendices

Appendix 1 – Draft Northamptonshire Adult Social Services Strategy 2019-22

Author:	Name: Anna Earnshaw Team: Executive Director Adults, Communities & Wellbeing
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Background Papers:	
Does the report propose a key decision is taken?	NO
If yes, is the decision in the Forward Plan?	N/A
Will further decisions be required? If so please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	NO
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications passed through Capital Programme governance procedures?	YES Name of SFM: Gemma Foskett N/A
Has the report been cleared by the relevant Director?	YES Name of Director: Anna Earnshaw
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Cllr Sandra Naden-Horley
Has the relevant scrutiny committee been consulted?	N/A Scrutiny Committee:
Has the report been cleared by Legal Services?	YES Name of solicitor: Susan Zeiss
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Liz Fitzgerald
Have any property Issues been cleared by Property and Asset Management?	N/A
Have the Procurement Implications below been referenced in the Paper:	N/A
Are there any community safety implications?	NO
Are there any environmental implications:	NO
Are there any Health and Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	All



DRAFT DISCUSSION DOCUMENT

Supporting Adults in Northamptonshire



Our Northamptonshire Adult Social Services Strategy 2019-22



Our Vision for adults Social Care in Northamptonshire

For Northamptonshire Adults Social Services to be safe and sustainable.

Adult social care in Northamptonshire is changing. Like all Adults social care services across the Country we need to do this as we cannot meet growing levels of demand within the budget we have and predicted demand over the next ten years shows this challenge will only grow. Unless we find more effective ways to keep people in their own homes or communities for as long as possible, to avoid hospital admissions, delay or reduce the escalation of need and find innovative ways to meet peoples need through what we buy or “commission” we will not have a safe or sustainable service.

We also recognise we are not organised in a way that makes sense to our customers and we are taking too long to do some things. We want to change this. We will be improving how we work and manage requests to make things easier for people and more efficient.

Until very recently our health and care organisations acted in isolation with each organisation accountable only for the part of care they provided to the patient or service user and not enough focus on the person. Unfortunately this has meant that someone who needs care for a variety of conditions could be receiving services from five or six different organisations with very little coordination between them.

This is confusing and a wasteful use of resources, and the reality is that this situation leaves no one taking overall responsibility for the coordination of this fragmented care. We are working on improving the quality of the services we provide and outcomes for our patients and service users by working better together in a more integrated way. Underlying all we do is the desire to help those we care for stay well and live well – so we know it is time to change.

Working increasingly with Public Health, District and Boroughs, and our wider public sector partners our focus will be to promote, maintain and enhance people’s independence so that they are healthier, stronger, more resilient and less reliant in future on formal social care services. Doing this is better for people in terms of their long term outcomes and better for the Council in helping make our money go further. It is also better for health partners as it will help reduce hospital admissions.

To do this we will move towards increased and integrated community-based support that helps people stay independent, healthy and safe in line with our Health and Care Partnership vision for the County and the NHS 10 year Plan:



“A positive lifetime of health, wellbeing and care in our community”.

Working with partners to plan at a population level we will identify people who may be at risk of needing help in the future and for whom support in the short term may prevent longer

term needs developing and wherever possible people are enabled to manage their own care. Where people experience a crisis in their lives, rather than intervening to remove people from the crisis we will work with people and families to manage the crisis, become more resilient and develop skills to deal with issues in the future.

We will also need to engage earlier with Children and young people who are receiving help from Childrens Social Care and who may go on to need our help when they become an adult. Engaging earlier will help us provide advice and information families on the criteria for receiving adult care support (which is very different to those in Childrens services), their choices, to set expectations and to ensure we can meet their aspirations and outcomes. Most of all we need to ensure that there is no gap in support as they move between the two services, which means we need to have an all age focus.

Where people do need support we will make it as easy to access as possible. People will be able to get the help, advice and support they need online, by phone and in future through community wellbeing hubs or where required through pre-scheduled home visits. On first contact with people we will try to resolve their problems as quickly as possible and seek to utilise support from families and communities before resorting to formal social care services.

We will do this because we know that this helps people to be more resilient and have better social outcomes; it reduces isolation and is more cost-effective. Support identified in people's local communities outside of local authorities makes life better for both the individual and the community.

Working together with partners, sharing information and using it intelligently, and joining up services will help us to avoid duplication wherever possible and also to understand people's total health and care needs. We will continue to work in a more integrated way with health partners.

We aim to deliver services which will enable people to gain or regain skills to help them to live independently and recover from illness. We will do this in the most unobtrusive and least restrictive manner possible. This means that we will support people in the short term whilst expecting that wherever possible people will support themselves in the longer term.

For most people, long term support from the local authority will be the exception rather than the rule. We will provide 'just enough' support to assist people to build on their current strengths and develop their abilities to look after themselves without becoming overly dependent on council support.

We will work with partners to ensure that people have the right access to housing, health and community services so that they can have a good quality of life and make a positive contribution to their communities. Our aim is for people to have access to work, housing, and social networks which support them to be independent, improve their wellbeing and reduce isolation. Our move towards local Government Reform and two new Unitary Councils in the County will help support this aim bringing services together and organised around community and customer needs.

We will seek to use equipment and technology to provide less intrusive and more cost-effective care. Wherever possible we will keep people at home, with families and friends to enhance their social and personal experience.

Where people need ongoing support we will share this responsibility with the individual, their families and their communities and have conversations about how needs may be best met and to ensure that expectations are realistic. We will try to meet people's needs in a personalised way which delivers the outcomes that people require.

However, in delivering and commissioning services we want to achieve the best value and most cost-effective means of delivering good quality care. This is important, not just because local authorities are receiving less funding from government to provide care, but also because everyone should expect that the services they are buying or receiving represent the best possible value.

Therefore whilst choice is an important factor in people being able to manage their own care, it cannot be unrestricted. Wherever possible we will work with individuals to deliver personalised social care and health services, but we will only do this in the context that the services people receive will maximise their independence and provide the very best value for money. Working with providers of care we will constantly review people's care arrangements to ensure their outcomes are being met in a cost-effective way.

We recognise that for some people there is an enhanced risk to their personal safety because of their particular disabilities or frailties, or due to wider issues in society. However we also recognise that we all need to take and accept a level of risk in order that we grow and develop as individuals. We will therefore work with people to enable them to understand and manage risks appropriately, whilst also providing arrangements to safeguard people from significant harm. Our response to concerns about people's safety will be proportionate, flexible and personal and will always be based upon the individual's wishes and feelings alongside the best interests of the wider community.

The Governments Green Paper on Adult Social care is expected in 2019 and at that point we will need to reflect and consider its impacts and how we respond. This strategy is therefore a three year one with this in mind and will be refreshed based on that and the need to reflect the priorities on the new Unitary Councils.

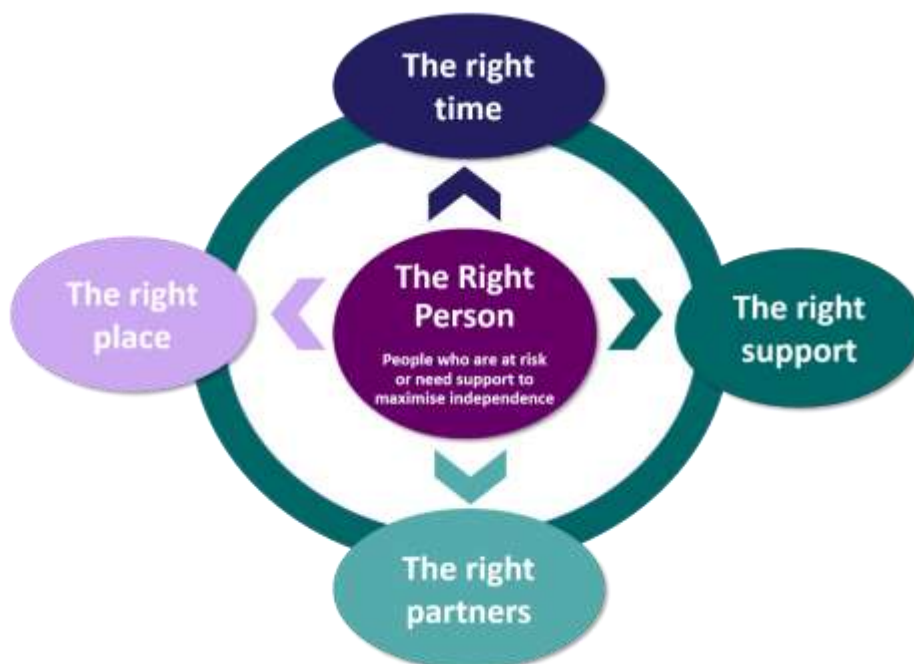
Our Mission

To make the best use of the available resources to keep people in Northamptonshire independent.

Our Design Principles

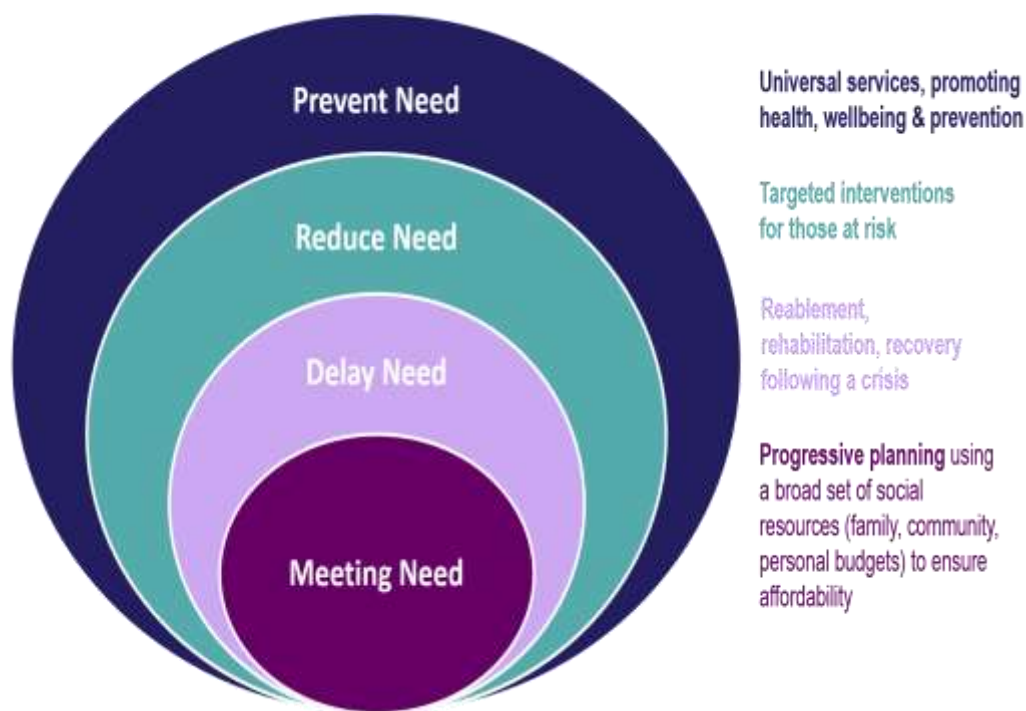
To make this happen, we will work to a set of guiding principles which aim to put the person at the centre and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately. These principles are shown below:

- **The right person:** people who really need our support are identified and prioritised.
- **The right time:** we will intervene to prevent things getting worse, increase resilience and maximise independence.
- **The right place:** we will ensure people are cared for in the best setting whether at home, in the community or in a specialist setting – according to need and what is most cost-effective.
- **The right support:** we will provide just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills.
- **The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support.



Our Strategic Approach

To meet our obligations under the Care Act 2014 we have developed a model which is 'layered'. It is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support, and maximise people's independence.



1. Prevent Need

We will work with our partners in health and across communities to prevent people needing our support. Closer ties with Public Health going forward mean we will do this at scale and working closely with their wellbeing advisors to act quickly where we identify risks of falls and frailty.

We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs - but is available for the whole population – for example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, and information and advice services.

We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups).

2. Reduce need

Where we identify high risks groups or people most at risk of having escalating need or in crisis we will intervene early if possible to help them to stay well and prevent the further need for services. For example we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers. We know that acting early can significantly help improve people's longer term outcomes.

Our work will be targeted at people most likely to develop a need and try to prevent problems from getting worse so that they do not become dependent on support. This might include: information, advice, minor adaptations to housing which can prevent a fall, support and assistance provided at a distance using information and communication technology via telephone or computer.

3. Delay need

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability or deterioration for people with ongoing health conditions, complex needs or caring responsibilities.

Our work will include interventions such as reablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues to ensure people experience the best outcomes through the most cost effective support.

4. Meeting need

The need for local authority funded social care support will be determined once we have identified and explored what's available to someone within their family and community.

People who need our help and have been assessed as eligible for funding, will be supported through a personal budget wherever possible. The personal budget may be taken as a payment directly to them or can be managed by the council.

Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. However, in all cases the council will ensure that the cost of services provides the best value for money. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

How we plan to achieve our vision

2. Prevent need

How it works now:

- People don't know how to find the information they want
- People don't know who does what
- People don't follow up when we signpost them to other services for advice or support
- People rely upon formal services for support in most cases

In three years' time:

- Information and advice will be co-ordinated and easily accessible
- People will be better informed about maintaining their own and their family's health and wellbeing, and identify what they can do for themselves and each other
- People will think about the future and plan ahead in case they need support

We will:

- Support initiatives in the community which help people to stay independent
- Promote and facilitate access to 'universal services' through wellbeing or community hubs – which are for everyone
- Further improve access to information and support people to plan ahead

Preventing need

Maggie is 55 and got in touch with the Advice Service because she has a progressive physical condition and wanted to make plans for her future finances and housing arrangements. An Advice Service Worker met with her. She has now put in place a Lasting Power of Attorney so her wishes can be enacted if she is unable to make decisions for herself later in life.

2. Reduce need

How it works now:

- We often have low expectations of what people can do for themselves
- We don't actively identify people who are at risk of losing their independence and wait for them to come to us or have a crisis before we act
- We provide carers with assessments and support when asked

In three years' time:

- We will identify more people who may be at risk

- We will have good information about current and predicted situations and use this information to plan more effectively, intervene earlier and provide early advice
- We will use more of the resources in the community and help develop more community support with partners and providers
- We will make Carers aware of support available, early in their caring role

We will:

- Adopt the three conversations model designed to connect people to the things that help them get on with their lives, maintain control and use their resources to support their chosen life.
- Support initiatives alongside our partners which identify those at risk early - through, for example, our work with GPs and health colleagues or through community hubs
- Work with our partners to further develop and deliver services that reduce the need for help - such as peer support groups, telephone care and targeted advice
- Support carers to remain mentally, emotionally and physically well
- We will have a more integrated transitions service.

Reducing need

Bhavesh is a 77 year old gentleman caring for his 76 year old wife who has had a stroke. He has no family living locally and is keen to continue to care for his wife but is struggling with lifting and supporting her properly. Following contact with the council-funded Carer Support Service he was supported to enrol on a specific carer training course to learn techniques and to access equipment to enable him to make his day to day caring role easier so that he can continue to provide the care he wants to for his wife. He was able to find community transport to the training course, and has continued to meet with fellow course members on a regular basis which is helping him reduce his sense of isolation following his wife's stroke.

3. Delay need

How it works now:

- The focus is too often upon people's disabilities or those things they find difficult
- Services are commissioned to maintain people at the same level of need
- We do not have good information about which interventions can reduce need
- We don't always set expectations early enough for children entering the service
- We don't manage care in a joined up way between partners

In three years' time:

- We will focus upon what people can do for themselves and enable people to be as independent as possible

- The proportion of people needing long term support will be reduced
- People and communities will be supported to help themselves
- There will be effective recovery, rehabilitation and reablement services
- We will have good communication with staff - who understand what we are trying to do and work towards this
- There will be more joined up services across health and social care
- There will be a transparent and robust pathway in place for young people transitioning to Adulthood

We will:

- Work with Children and Family Services to ensure young people have their opportunities maximised to live independently
- We will talk about how we might solve problems before we go through detailed assessments with people
- Target help which helps people to get better and stay well in the future
- Join up with health partners to delay the need for our help.

Delaying need

Vic is in his 60's and now lives alone. He had a stroke which affected his left side and has little function in his left arm (he cannot grip). His partner, who died a year ago, did all the cooking in the household – since then Vic has been reliant upon his daughter and domiciliary care services for his drinks and meals. The reablement service worked with him to help him learn to use a microwave and a kettle fitted onto a tipper so that he can make drinks and reheat ready meals for himself. He is happy to be more independent, his daughter has more time for herself and Vic is no longer having any domiciliary care.

Felix is a young man who has a diagnosis of a severe learning disability and Autistic Spectrum Disorder, who lives at home with his mum and brothers. Felix started to refuse go to his specialist school, or to wash and dress; he was staying up late watching football and didn't want to think about or discuss what he would do when he left school. Learning disability nurses worked with Felix and his mum to set boundaries and to address his behaviour. The Transitions Team helped Felix and his mum to learn to use an iPad app to identify his interests and dislikes, and a support plan was developed. A local Community Life Choices service offering activities matching Felix's interests was found for 3 days a week in school holidays. Felix enjoys this, and knows he must attend school in order to go to the holiday service – this also gives his mum a break from caring, and she no longer needs extra respite. Felix has now joined a local inclusive football team, learned to walk to the football ground safely on his own, and has chosen a college course. At Felix's review meeting, it was agreed that he would not need a Personal Assistant at this time, as had previously been expected, because he was doing so well and gaining confidence daily.

4. Meeting need

How it works now:

- Community and individual resources that can support people are not fully explored
- People have expectations that care will be funded through the council
- Services are ongoing regardless of people getting better or worse
- In some cases services may create reliance rather than promote independence, and avoid rather than manage risk

In three years' time:

- We will provide support to meet people's needs where families and communities cannot
- Care will be focused on the person and be cost effective

Support will be focussed on supporting people to achieve their identified outcomes and will support them to progress to greater independence

- People will be supported with less funding from the council
- We will effectively manage demand within budget

We will:

- Develop the skills our staff need so that they are innovative and creative when helping someone
- Regularly look at what we do so that we're working as effectively as possible and making the most of public money

Work together with partners to manage risks and make sensible decisions which provide benefits which we can measure

Meeting need

Malcolm is a 42 year old man with a learning disability, who had lived in residential care for over 20 years. He moved to supported living, with 20 hours per week of support. Twelve months later, he has learned to cook simple meals, do his own washing and keep his home clean, how to be safe at home and what to do if he needs some help. His support package has now reduced to 7 hours per week, and work with Malcolm focuses on maintaining his independence including household tasks, budget management, daily activities and planning for the future. To support him to be both safe and independent, and reassure his family, the property where he lives has door sensors fitted so that if he goes outside at night an alarm is triggered. The property also has fire detection equipment such as smoke and heat detectors. The alarm calls go through to waking night staff located nearby.

Key activities to deliver the model

We will need to take some action to underpin our approach and help us to deliver what we have set out.

We will:

- Develop our staff to ensure that people have the right skills and knowledge, the right tools available, and are deployed in the right places
- Develop new ways of working, new practices and new procedures
- Gather good information about what people need, what we are supplying, and what works, to help us manage performance
- Understand local priorities and work with communities to develop and improve services
- Coordinate with partners and stakeholders to plan how and where they can work with us to ensure the best outcomes and greater independence for people
- Develop internal processes that are simple, transparent, consistently used and easy to understand
- Manage robust financial systems – making it clear who is accountable
- Develop a detailed action plan, which will be regularly reviewed, updated, and used to identify the next steps

Monitoring our performance

Our progress will be monitored and reviewed regularly with the support of partners including Healthwatch and the Health and Wellbeing Board. Progress will be reported through our business plan and a quarterly performance updates.

We also report yearly to the Association of Directors of Social Services (ADASS) and must submit performance data against the measures set out in the Adult Social Care Outcomes Framework (ASCOF).



CABINET

11 JUNE 2019

EXECUTIVE DIRECTOR OF COMMERCIAL AND PLACE: DOMINIC DONNINI

**CABINET MEMBER WITH RESPONSIBILITY FOR: TRANSPORT, HIGHWAYS,
ENVIRONMENT AND PUBLIC PROTECTION: COUNCILLOR IAN MORRIS**

Subject:	Delivering infrastructure-led growth, digital connectivity and business support in Northamptonshire
Recommendations:	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Agrees the need to produce a new Strategic Infrastructure Plan for Northamptonshire and the approach outlined in Section 4 of this report 2. Supports the introduction of Smart City technology to manage the road network, increase travel options, and improve the availability of live travel information, and agrees the approach outlined in Section 5 3. Welcomes the £2m additional funding which has been secured by Northamptonshire County Council (NCC) to boost digital connectivity to more rural businesses, and agrees that further investment be made to extend digital coverage as outlined in Section 6 and delegates authority to the Executive Director of Commercial and Place to manage and authorise the necessary variations to contracts to deliver this outcome 4. Notes the important role played by NCC to secure developer contributions for investment in infrastructure, and agrees that the ‘Creating Sustainable Communities – Planning Obligations Framework and Guidance’ document be refreshed, and that a consultation take place on an revised framework as outlined in Section 7 5. Welcomes the positive impact achieved through the two local business support projects involving NCC, and agrees that opportunities should be progressed with local partners to continue to support local businesses as outlined in Section 8

1. Purpose of report

1.1 This report outlines steps that Northamptonshire (NCC) is taking, and proposes to take, to support infrastructure-led growth, digital connectivity, new development and local businesses in Northamptonshire through direct actions and activities with other stakeholders. It covers a broad spectrum of work and involves short, medium and longer-term activities and impacts designed to support NCC’s vision for Northamptonshire and Government’s ambitions for economic growth.

2. How this decision contributes to the Council plan

The Council’s vision is for Northamptonshire to be a county where everyone looks after each other and takes responsibility, where the vulnerable are protected and supported and

where the people who can help themselves receive the assistance they need to stay independent and healthy.

This initiative helps the Council to deliver this vision through the following strategic priorities outlined in the Council Plan:

- Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police).
- Enabling individuals and communities to achieve better outcomes.
- Engaging with partners and communities to co-design and co-deliver services.
- Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term.
- Using technology and digital solutions to meet the needs of residents.
- Commissioning and procuring services and goods with partners.
- Reducing inequalities and disparity of opportunities.

3. Background

- 3.1 NCC has a strong track record of securing external funding to support economic growth. A main focus has been the Local Growth Deal and other sources of Government funding for new infrastructure projects. One of the chief reasons for Northamptonshire's success has been that it has a clear strategy and set of priorities. These are articulated in the Northamptonshire Arc Prosperity Plan¹, which captures activities to support the economy, connectivity (physical and digital) and the environment. This plan, and the strategic framework it provides, ensures a co-ordinated, integrated and targeted approach to achieving prosperity. It also provides a clear sense of vision, leadership and long-term direction, all of which are essential to secure investment. Another important factor was the presence of Northamptonshire Enterprise Partnership (NEP) which had a single focus on the county.
- 3.2 With the demise of NEP in 2016, and the resulting gap which was created, NCC has had to play an increasingly important role making a robust case for investment in Northamptonshire. This has involved working with the South East Midlands Local Enterprise Partnership (SEMLEP) and other strategic and local partners. It is also the principal advocate for the future prosperity of the county.
- 3.3 The scope of NCC activity embraces different forms of infrastructure e.g. road improvements, investment in technology - including highway network management systems, full-fibre broadband and 5G, rail, energy, water and flooding and education at all levels. Investment in this infrastructure is essential to release the levels of housing growth planned for the county, deliver matching levels of jobs, and ensure it remains economically competitive. NCC's activities also include initiatives to support business growth and enhance skill levels to help people access jobs and fulfil their potential, meet the needs of existing and future employers, and support a growing economy.
- 3.4 The need for NCC to play this role, and be effective, is particularly important to respond to the challenges and opportunities presented by major agendas such as Brexit, the rapid pace of digitisation and automation and the pressures of competition created by a global

¹ <http://www3.northamptonshire.gov.uk/councilservices/business-and-economy/our-projects/Pages/northamptonshire-arc.aspx>

economy where investment, production, labour and markets are increasingly flexible and mobile.

- 3.5 Largely in response to these factors the Government published the Industrial Strategy: Fit for the Future in November 2017. This is a long term plan to boost the productivity and earning power of people throughout the UK. It focuses on the five foundations of productivity: Ideas, People, Infrastructure, Business Environment and Places. The document sets out a series of Grand Challenges to put the UK at the forefront of the industries of the future. The first four Grand Challenges focus on the global trends which will transform our future: Growing the Artificial Intelligence and Data Driven Economy, Clean Growth, Future of Mobility and our Ageing Society.
- 3.6 SEMLEP have prepared a Local Industrial strategy which was submitted in draft to Government for their input. It is planned that a final SEMLEP document will be launched in the coming weeks. This document is likely to provide a framework for activity to support the economy and growth across the SEMLEP area and help deliver the ambitions outlined in the Government's Industrial Strategy.
- 3.7 The Northamptonshire Chamber of Commerce is one of the key voices of local businesses. It conducts a quarterly survey of businesses. The most recent survey found that key indicators of economic health had weakened considerably in the first quarter of 2019:
- The balance of services firms reporting a rise in export sales at its lowest level in a decade
 - The balance of firms reporting improved cash-flow turned negative for the first time since 2012
 - Investment intentions in both manufacturing and services sectors at lowest level for eight years
- 3.7 The Chamber reports that against a backdrop of a slowing global economy, escalating Brexit uncertainty, and rises in business costs as the new tax year starts, the latest results reflect a deterioration in many gauges of the county's economic strength and mirror national results. The survey found that local businesses continue to report major skills shortages in the local labour force, with particular problems in recruiting manual / technical staff (reported by 43% of respondents) and professional / managerial roles (39%). The first quarter of 2019 saw local businesses investment in training and new machinery fall by 16%. Coupled with this local industry forums are reporting key issues impacting on businesses as being Brexit, recruitment, traffic congestion and staff wellbeing.

4. Strategic Infrastructure Plan

- 4.1 The levels of development being planned and delivered in Northamptonshire require a comprehensive and integrated approach. The Northamptonshire Arc, which was approved in 2011, has provided the strategic framework for the preparation of the current Northamptonshire Local Transport Plan and other strategies and initiatives delivered by NCC. The Growth Deal for Northamptonshire involved almost £80m capital investment in major infrastructure projects. This is now part of a wider Growth Deal for the SEMLEP area. The Northamptonshire Arc also provided the catalyst for other activity including the creation of the Northampton Waterside Enterprise Zone and the University of Northampton Waterside Campus, two University Technical Colleges, major investment at Silverstone Circuit and the wider Masterplan involving Silverstone Park, as well as the ambition for full countywide superfast broadband coverage (see Section 6).

- 4.2 Now is the right time to review and update the Northamptonshire Arc plan. One of the drivers for this is the publication in late 2017 of the report '*Partnering for Prosperity: A new deal for the Cambridge-Milton Keynes-Oxford Arc*' produced by the National Infrastructure Commission (NIC) for Government. The NIC's central finding is that "rates of house-building will need to double in the Arc-area to achieve its economic potential".
- 4.3 It is intended that the new Strategic Infrastructure Plan will help shape responses to the national Industrial Strategy and longer-term growth proposals, including those emerging from the Cambridge to Oxford Growth Arc. It will inform the emerging transport strategy and other work being developed by England's Economic Heartland (EEH) transport forum as it moves to become a statutory Transport Body, and a review of the Local Transport Plan.
- 4.4 The Strategic Infrastructure Plan will include developing the Connectivity and First Mile/Last Mile work currently being undertaken by EEH to focus on potential implementation in West and North Northamptonshire. A goal would be that the work would ensure that not only is the work of the new authorities aligned with that of EEH, but that there is a pipeline of potential activity which can be supported and funded, and Northamptonshire can be at the forefront of EEH activity. This is key as EEH is planned to become a statutory transport body, meaning that it will have an increasingly major influence in the investment of funds. The work would be closely aligned with the SEMLEP Industrial Strategy and emerging Cambridge-Oxford Growth Arc activity and work streams. This would ensure a strategic fit and is likely to be essential in business case development and to secure wider support and funding. What will emerge would be a transformational agenda in terms of ambition, ideas and delivery looking ahead to 2050. The work will also include liaison with national infrastructure and delivery bodies (including Highways England and Homes England), regulators, the private sector (including the telecommunications sector) and utility companies to understand and articulate what is required to deliver the Government ambitions for growth in the 'Arc' and world-class infrastructure system applying 'Smart City' technologies and approaches in Northamptonshire.
- 4.5 A key goal for the Strategic Infrastructure Plan is to help ensure that growth is infrastructure-led. The proposed scope of the plan includes:
- essential improvements and enhancements to the road network
 - rail and mass-transit opportunities
 - increased full-fibre network coverage
 - the introduction of 5G² mobile coverage
 - application of 'smart-city'³ technologies to manage infrastructure networks and share data
 - energy efficiency, improved building management and local energy generation
 - support for key sectors such as the county's world-leading high performance technologies sector and logistics and emerging sectors such as digital and creative
 - activities to promote innovation, including work with the University of Northampton
 - support for business start-ups and enterprise, and to retain and attract high value-added businesses

² 5G is the 5th generation of mobile internet – a cellular network technology that provides broadband access. 5G is expected to support fast download speeds and near instant response times, with capacity to support many devices operating at the same time.

³ A 'smart city' uses different types of electronic sensors and other technology to capture data, build intelligence and share information to manage resources and assets efficiently.

- education and skills infrastructure
- the environment, including water and flood management
- improved routes and facilities for cycling and active travel
- activities to improve public health and well-being

4.6 Some of this activity will be new and some will build on work which is already underway and is helping to create some of the right conditions for growth. This includes the activities outlined in this report.

4.7 It is proposed that dialogue takes place with key stakeholders during the summer and early autumn, particularly the borough and district councils, with a Strategic Infrastructure Plan produced for consideration and approval by Cabinet.

4.8 The preparation of a longer-term plan looking towards 2050 will be crucial for developing a robust agenda for this area looking ahead to the Spending Review later in the year, the likely introduction of a UK Shared Prosperity Fund and other initiatives, and preparations for the creation of the two new unitary authorities. It will ensure that the two new unitary authorities have a robust evidence-base and plan to inform their activities when they are formally vested in April 2021. Moreover, without a clear plan there is a real danger that Northamptonshire will lose out to other areas in terms of funding for new and improved infrastructure and other support to help accommodate planned and potentially higher levels of housing and other development. This is a particular risk in the run-up to the creation of the two unitary authorities when key decisions will be made by Government and others on investment. Indeed, Government has already agreed 'Growth Deals' with Cambridgeshire and Oxfordshire, with a further deal for Milton Keynes under active discussion.

5. Smart Move Northamptonshire 'Smart City approach'

5.1 There are already strong foundations in place for the Strategic Infrastructure Plan. Northamptonshire is pioneering the deployment of Smart City technologies to manage the road network more efficiently and effectively, provide live traffic and travel information, and enable the introduction of new services and business models to meet demand for travel. The primary aims are to support economic growth, improve the availability and choice of travel options, deliver health benefits, and reduce the negative impacts of transport congestion on the economy and environment.

5.2 These Smart-city activities are being delivered as part of the Smart Move Northamptonshire initiative www.smartmovenorthamptonshire.net, and being funded through Local Growth Deal funding, with support from SEMLEP and Government.



5.3 Some of the Smart City technologies being deployed and/or planned include:

- The installation of a comprehensive network of journey time sensors at over 120 sites across Northampton on some of the main radial corridors, including the A43 and A45. Already this sensor deployment has enabled much more granular and live data to be captured and analysed, providing real-time information to road users. The information is

also enabling NCC's traffic manager to identify and manage incidents more quickly and effectively, thereby reducing associated congestion and delays.

- Complementing this, NCC is installing variable message signs (VMS) on many of the busiest routes and radial approaches to Northampton. This means that live journey time or other relevant route information can be provided to road users, enabling them to make informed decisions on how, when and where to travel, plan their commute, and avoid congestion and delays. Some VMS provide dedicated information on the availability of parking in Northampton. The latest VMS to be installed this year are on the Bedford Road, London Road and Towcester Road routes into and leaving the urban area. VMS have also been installed at other strategic locations on the network, including near Junction 16 of the M1 and on the A4500 approach from Wellingborough. These are all routes which are impacted by development and the continued growth of Northampton and surrounding towns
- Whilst still representing a relatively small proportion of all vehicles, ultra-low emission vehicle (ULEV) sales are growing rapidly and there is an increasing consensus amongst the motor industry that electric vehicles represent the future of motorised transport especially in the medium to long-term. This is recognised by both the public and private sectors who are providing significant investment to introduce infrastructure to support the electrification of transport. There is a danger that the relative lack of charging points for ULEVs could be a major barrier to take-up in the county, particularly in areas where there is limited off-street parking. It is proposed that a consultation takes place with the borough and district councils, and others, on how more can be done to increase the availability of charging points and identify necessary activities and actions. It is also proposed that NCC engages with the private sector to enable deployment of charging points for ULEVs.
- Electric bikes have the potential to provide an attractive alternative for many short to medium length journeys, including those to and from edge of urban area locations and the new sustainable urban extensions, involving large-scale housing developments, being built out across the county. They can also make cycling more appealing to people who have not previously seen it as an attractive option e.g. due to topography of the route, length of journeys, age or fitness. Funding support is available to introduce an E-bike scheme, or schemes, in the county. It is proposed that engagement takes place with the market to test options prior to a formal procurement process or processes.
- NCC's drive to ensure live travel and traffic information can be easily accessed involves the creation of a bespoke 'Smart Move' travel and traffic information portal www.smartmovenorthamptonshire.net As well as a 'smart map' with information of congestion, roadworks, incidents and parking availability, the portal also provides links to information on live bus times, trains, cycling, including cycle hubs, car sharing and other forms of transport and travel. This is the 'information hub' for all Northamptonshire travel related information. This will help solve the current issue that information surrounding public transport, car and non-motorised travel options is scattered across multiple channels and are not well-known by the majority of the audience. In addition, the portal provides a platform for accessing information on attractions and events, promoting what is on locally and supporting the local economy.

- The portal can be accessed through a series of travel information totems at busy locations. These Smart Move Information and Local Events in Real time totems (SMILERS) are some of the most innovative of their type deployed anywhere in the country. The first four totems have already been introduced in Northampton. Further SMILERS are due to be installed in other parts of Northampton, Corby and Wellingborough over the coming months, with options being explored for further locations. The SMILERS contain real-time bus and train information, bus and train timetable and ticketing information, cycle information, and a journey planner and also provide details on what is happening locally.



- The intention is that these totems will be deployed more widely. As part of this wider deployment, NCC will be working with more progressive developers, and landowners, to install totems in major new housing, other developments and at other key destinations across Northamptonshire.
- Smart City technology has also been deployed in various ways to make travel by public transport, cycling and walking more attractive. 'Bus priority' on key bus routes in Northampton. The 'bus priority' technology identifies buses which are running late and adjusts traffic light sequencing to help them avoid delays and improve reliability. Coupled with this, the real-time information displays have been installed at more than 30 bus stops around Northampton. This ensures that bus users get the latest updates on services. This information is also accessible via the Smart Move portal.
- Complementing this, NCC has been working with a technology provider to develop a new transport companion app. This would benefit all the travelling public, including bus users. A specific target will be residents of new developments. The application has been developed to build beyond travel companions applications currently available in the market by incorporating the latest in mobile technology developments and creating a platform for future incorporation of additional travel information. The application is due to be released for further testing this month. The companion comprises four main elements:
 - Real-time departure information
 - Journey planning
 - Personalised next stop announcement
 - Augmented reality⁴

⁴ Augmented reality is a technology that superimposes a computer generated image on a user's view of the real world, thus providing a composite view.

- The companion provides the opportunity for NCC to develop a commercial arrangement with the technology provider to support continued development and optimisation. It is proposed that such an arrangement would aim to ensure that the companion is at worst cost-neutral to NCC following the initial development and launch phase and looking beyond March 2020.
- 5.4 NCC will continue to deliver these and similar activities through further external funding including developer contributions from new development and opportunities for revenue generation.
- 5.5 The deployment of Smart City technologies has strong synergy with the new Digital Northampton initiative. This new initiative is being driven by local technology businesses, the University of Northampton and NCC. Digital Northampton are hosting a showcase event at the Learning Hub located at the University of Northampton's Waterside Campus in Northampton on 14th June 2019 <https://www.digitalnorthampton.com/>.

6. Digital Connectivity

- 6.1 Digital connectivity is now an essential utility, it is arguably as essential to society and the economy as electricity or water supply. The digital infrastructure which enables this connectivity is crucial to a strong economy, and attracting investment, business and jobs. It is also a key enabler for increasing productivity. The importance of digital connectivity will only increase over the coming years and is critical to support innovation, act as a catalyst for growth and ensure that Northamptonshire remains attractive to business and enterprise, and is competitive for inward investment.
- 6.2 Northamptonshire has already made great strides in terms of digital connectivity. The Superfast Northamptonshire project (www.superfastnorthamptonshire.net) was set up with the aim to help secure the availability of superfast broadband across the whole county. It is led by NCC, working closely with Government through BDUK (Building Digital UK) and local stakeholders, with support (and funding) from all the borough and district councils. The project involves investing public funding in areas which are not commercially viable for fibre providers to deploy to, and which otherwise are not planned to be served (as confirmed through consultation with the telecoms market). This is primarily the rural areas and smaller towns, but also includes parts of all the larger urban areas.
- 6.3 NCC's first contract with Openreach provided superfast broadband connectivity to some 53,800 premises in the target intervention area. A second contract with Openreach is planned to see more than 19,000 additional premises able to access superfast broadband by the end of 2019/20. Around 18,000 premises have already been served through this contract, including most recently parts of Wellingborough and Kettering town centres, Onley Park in the west of the county, and Upton in Northampton. NCC also has two contracts with Gigaclear Networks. These will connect over 6,300 premises with full-fibre⁵ broadband by summer 2020. Deployment activity has ramped up over recent months. Almost 400,000 metres of fibre has now been laid and more than 1,450 properties are already connected. This will benefit over 30 whole villages across Northamptonshire as a result of public subsidy as well as parts of many more communities and outlying properties. Some of the villages served most recently include Church Brampton, Cottingham, Holdenby, Luddington, Luton and Orton and cover many parts of the county. This is excellent news and areas

⁵ Full-fibre is a technology where the fibre optic cable runs directly to the premises or home. Full-fibre is also called Fibre-to-the-Premises (FTTP) or Fibre-to-the-Home (FTTH).

connected and live via Gigaclear Networks are now able to benefit from the fastest broadband speeds available in the country.

- 6.4 The latest coverage and plans with Openreach and Gigaclear Networks can be viewed on the Superfast Northamptonshire website [‘When and Where’ map](#) and the [‘Roll-Out Schedule’](#). The latter includes details of localities where superfast and full fibre broadband is already available as a result of the project and further areas in plans to be served.
- 6.5 Whilst the current deployments with both Openreach and Gigaclear have suffered delays, this situation is not unique to Northamptonshire and is indicative of the national picture. Risks and issues which need to be managed include the high demand for civils gangs skilled in fibre deployments, wayleaves (access agreements for private land), civil engineering challenges affecting trunk roads and Network Rail assets, difficult river and bridge crossings and High Speed 2 route engineering. These are being addressed, but have impacted on delivery timescales. Nonetheless, Northamptonshire compares well for coverage both nationally and for rural counties. Indeed, working with NCC, both suppliers are demonstrating a commitment to finding solutions to barriers affecting network build rather than seeking to remove challenging parts of the build. This is beneficial for those residents and businesses eager for connections in these areas.
- 6.6 Now, as a direct result of action led by NCC, along with commercial investment by telecoms providers, superfast coverage is currently at 98% of all premises. Over 63% of premises can also now access ultrafast broadband. This means that Northamptonshire is well on its way to achieving the twin targets⁶ which are to see more than 99% of premises able to access superfast broadband and 65% plus ultrafast coverage. The timeline for both to be achieved is March 2021. It also means that Northamptonshire is one of the best connected rural counties in England and ahead of the UK average (see Tables 1 and 2 below). However, there is still more to do to achieve NCC’s targets, particularly in the more rural and remote areas and to ensure that communities and businesses are not left behind.

Table 1 – Superfast and Ultrafast Coverage – Northamptonshire in comparison with surrounding areas

County	EU Superfast (>30 Mbps)	Ultrafast (>100 Mbps)
Bedford	96.9%	72.1%
Buckinghamshire	94.8%	44.1%
Cambridgeshire	96.3%	60.6%
Leicestershire	97.0%	64.6%
Lincolnshire	91.8%	27.0%
Northamptonshire	97.7%	63.5%
Oxfordshire	96.7%	55.6%
Rutland	95.2%	19.7%
Warwickshire	95.6%	57.1%

Figures published by www.thinkbroadband.com (May 2019)

⁶ Agreed by NCC Cabinet in June 2018

Table 2 – Superfast and Ultrafast Coverage Comparison (May 2019) - Northamptonshire District/Borough and Great Britain (GB)

District / Borough	EU Superfast (>30Mbps)	GB Superfast (>30Mbps) (Feb '19)	Ultrafast (>100Mbps)	GB Ultrafast (>100Mbps) (Feb '19)
Urban Characteristics				
Corby	99.7%	98.2%	75.3%	68.1%
Kettering	98.9%		80.4%	
Northampton	98.6%		84.8%	
Wellingborough	98.4%		68.5%	
Rural Characteristics				
Daventry	94.3%	86.5%	17.4%	15.2%
East Northants	97.8%		59.2%	
South Northants	95.6%		26.4%	
Northamptonshire	97.7%		63.5%	
England	96.2%		59.9%	
GB Deep Rural	77.8%		12.5%	

Figures published by www.thinkbroadband.com (May 2019)

Full Fibre Futures and further planned measures

- 6.7 While superfast broadband is sufficient for current needs, the availability and demand for data-intensive services by business and residents, such as the transfer of large data files, online video streaming and video calls, is increasing. A growing number of ‘smart’ devices are also connected to the internet. To support this growing dependency on and demand for digital services, high capacity internet connections that can support fast download speeds and large amounts of data will be required. The National Infrastructure Commission identifies full-fibre broadband as the best available technology on the horizon. Full-fibre connections can deliver download and upload speeds in excess of 1 gigabit per second (Gbps)⁷.
- 6.8 Government has set a target to connect 15 million premises to full-fibre by 2025 and to deliver a nationwide full-fibre network by 2033. This sets a major challenge with only 7% of premises currently able to access full fibre broadband in Northamptonshire. This is comparable with the national figure of 7.2%⁸. This means that a step change is required to boost coverage levels and achieve the Government target. Government’s assessment is that with policy reforms and targeted regulatory intervention in some areas, private investment via the market should be able to deliver full-fibre coverage to 90% of UK premises. This means that solutions for the remaining 10% will require public funding.
- 6.9 NCC is already taking action to achieve its targets and work towards the Government’s full-fibre coverage target. This is to ensure that Northamptonshire is not left behind and remains competitive for inward investment and able to reap the benefits of faster connectivity.
- 6.10 Market engagement is an important part of this work. The aim is to encourage telecommunication operators to invest commercially in the county. This delivers a number of benefits. A greater number of providers means more choice and drives competition and innovation. It means that delivery is often faster, it also avoids the need to invest public

⁷ Download or upload speeds of 1,000 Mbps or more.

⁸ Source: Thinkbroadband.com (13/05/19)

funding unnecessarily. These efforts continue to be successful. City Fibre has recently announced intentions to invest £40m in full-fibre coverage across Northampton. Further details are awaited on coverage plans and timings, but it is understood that the investment will cover much of Northampton. Gigaclear Networks has also confirmed additional investment in Northamptonshire. Its commercial programme should see more than 15,000 premises in rural parts of the county connected by full-fibre by the end of 2020. Both these investments are fantastic news and illustrate the confidence of the market in the area and its future prospects for continued growth. Openreach have served approaching 5,000 properties via FTTP, including coverage through its contracts with NCC. This activity will continue to promote the county for commercial investment.

6.11 NCC is also making strides to connect areas where there is no superfast broadband access and no confirmed plans. These activities are mindful of the need for faster speeds to future-proof investment. In 2018, NCC submitted a bid for £2m of Rural Broadband Infrastructure (RBI) grant funding via Government (the Rural Payments Agency). This bid has been successful and it is proposed this RBI funding will be used to extend coverage via the two existing contracts with Gigaclear Networks. This success has been a collective effort with letters of support received from many local stakeholders including business groups, the National Farmers Union (NFU) and local MPs. The focus of the RBI investment is connecting businesses in the rural areas which are without access to superfast broadband and outside of current plans. Alongside this it is proposed that NCC invest other public funding to extend coverage even further with Gigaclear Networks. This is not new funding, it is funding which is already committed to the project as local match-funding with BDUK, but not yet modelled and attributed to specific coverage. It includes contract Investment Fund monies generated through efficiencies. The total value of this additional investment will be up to £4.5m across both contracts, including £2m of RBI funding (see Table 3 below). NCC’s target is that delivery is completed by 2021.

Table 3 – Value of Proposed Contract Extensions with Gigaclear Networks and Funding sources

Funding source	Amount (million £s)
Funding committed, but not yet modelled	£1.640
RBI funding	£2.000
Investment Fund	£0.860
Total	£4.500

6.12 The solutions which are modelled by Gigaclear Networks will be assessed in terms of coverage (including business outputs), speed, and value for money, private investment and deployment timescales. It will also be subject to Government (BDUK) assurance. The alternative to extending these contracts would involve a new procurement as reported to Cabinet in June 2018. However, this route has been ruled out for a number of reasons. The main reason is that the timescale for investing the RBI funding means that there is insufficient time to undertake a procurement, select a supplier, mobilise and deploy the required infrastructure and undertake the required assurance, reporting and claim processes.

6.13 The proposed further investment in digital connectivity outlined in this report does not commit NCC to any additional discretionary funding beyond the £6.08m (net) already identified and committed as match-funding alongside contributions from other funders. It is also intended that where possible eligible support costs will be capitalised.

- 6.14 Preparations are also underway to engage with the market to understand latest commercial plans, including those being developed by City Fibre. This will involve an informal update of the last Open Market Review (OMR)⁹ which was undertaken in 2016. The OMR refresh will identify those premises still in need of a solution and is important for a number of reasons. It will inform considerations for further investment with Openreach through the current contract drawing on up to £1.9m of the 'gainshare'¹⁰ element of Investment Funds, and subject to BDUK approval.
- 6.15 Importantly, the OMR refresh will also inform NCC preparations looking ahead to further initiatives which are anticipated to emerge from Government over the coming months to gear-up for increasing gigabit capable network coverage. It is anticipated that January 2021 will be an important date with the current National Broadband Scheme (which enables and regulates the investment of State aid) ending in December 2020. NCC's aim is to ensure that Northamptonshire is well positioned to respond to and benefit from these initiatives. The Investment Fund monies which are generated through the existing contracts, and the public funding being invested, will be important to this activity and leveraging further support from Government and BDUK looking ahead to the Spending Review later this year and new and emerging initiatives, including the Rural Gigabit Programme.

7. New Development

- 7.1 Northamptonshire has a long track record of accommodating significant levels of housing development. NCC has an important role to play ensuring that the impact of new development is mitigated appropriately. Often this involves securing Section 106 (S106) planning obligations towards the cost of site-specific mitigations. NCC mainly secures S106 obligations for education (additional school places), highways and transport, and library provision. NCC has historically also secured S106 contributions towards Fire and Rescue infrastructure, however since the transfer of the service to the Office of the Police and Crime Commissioner (OPCC), this responsibility now rests directly with the Fire Authority¹¹.
- 7.2 NCC's current approach to S106 obligations, and managing the impact of new development more generally, is set out in the adopted framework document '*Creating Sustainable Communities – Planning Obligations Framework and Guidance*'. This was approved by Cabinet in January 2015.
- 7.3 This guidance document takes into account the legislative and policy requirements of the National Planning Policy Framework, National Planning Policy Guidance and Community Infrastructure Levy (CIL) Regulations. The document ensures that NCC's approach is robust, evidence-based, and transparent. It assists local planning authorities in the preparation of their local plans and supplementary planning documents. It also creates certainty for developers and helps to reduce the time spent on negotiating individual planning applications, and is helpful to local communities.

⁹ An OMR involves a consultation with the telecoms market to determine current superfast broadband coverage and commercial plans in the county looking ahead for 3 years. This provides the basis for determining where public investment is needed to bring forward solutions i.e. areas which otherwise would not be served. It informs measures required to secure clearance to invest public funding. A formal OMR is undertaken prior to a procurement.

¹⁰ Gainshare is a contractual mechanism to ensure that a supplier is not over-subsidised for the delivery of Deployed Services. This is a State aid requirement. If take up of fibre services exceeds the assumptions of the supplier in the contract (more revenues generated than modelled), the additional benefit is shared including a repayment to the local authority at contractual Take-up Review Points.

¹¹ NCC is in discussion with the Office of the Police, Fire and Crime Commissioner to continue to manage S106 contributions to Fire & Rescue via a Service Level Agreement

7.4 Tables 4 and 5 below provide an overview for the three years to 2017/18 for the Education, Fire & Rescue and Libraries services and Highways and Transport. Figures for 2018/19 are currently being finalised and will be published in an annual report on NCC's website.

Table 4 – S106 Overview for Education, Fire & Libraries

Education, Fire & Libraries	2015/16	2016/17	2017/18
Number of major applications responded to in financial year	58	42	67
Applications responded to within 21 days	100%	100%	100%
Total value of requests	£76m	£21m	£82.8m
Approved applications	28	7	35
Value secured in S106 agreements signed in the financial year	£38.8m	£19.9m	£27.3m
Signed S106 agreements in financial year	32	15	20
Received S106 Funding	£11,779,774	£18,032,750	£15,717,894
Number of developments contributing to funds received in the financial year	56	44	43
Spent S106 monies in the financial year	£8,459,352	£5,362,996	£13,111,169
Total S106 monies held at financial year end (includes balances pre 1 April 2015)	£8,579,023	£21,248,789	£23,855,514

Table 5 – S106 Overview for Highways and Transport¹²

Highways and Transport	2015/16	2016/17	2017/18
S106 Income received	£573,539	£2,445,238	£3,889,678
S106 expenditure	£550,104	£1,151,331	£358,847
S106 monies held at year end (includes balances pre 1 April 2015)	£7,623,966	£8,917,873	£12,448,704

7.5 Without a robust and up to date evidence base it would be very difficult for NCC to secure S106 contributions.

7.6 In relation to transport and highways requirements, the Northamptonshire Strategic Transport Model (NSTM) is NCC's model developed in accordance with Government (Department for Transport) guidance. This provides a consistent and reputable basis for forecasting, with highway and public transport models developed in line with the Highway England's Design Manual for Roads and Bridges (DMRB) guidance. Transport Assessments for developments within the county are required to use the NSTM to assist in demonstrating the impact of the development.

7.7 The results of the NSTM can show what network modification is needed to mitigate the impact of the development or cumulative developments, this can then be used to inform development related decisions, strategic infrastructure proposals and S106 or Section 278 obligations. Transport Assessment scoping remains essential to sound development management decision making, especially as there is a continual rise in challenges as developers push back on, or dispute, NCC's position or requirements.

¹² A significant amount of highways works related to new developments are carried out by the developer themselves under Section 278 agreements.

- 7.8 NCC periodically undertakes a review of new housing developments across Northamptonshire. The purpose of this is to understand the impact of these developments and ensure that the 'Creating Sustainable Communities – Planning Obligations Framework and Guidance' document and underpinning evidence base remains up to date. This is essential for understanding the impact of new housing development on demand for school places.
- 7.9 The latest review was commissioned in 2018 and surveyed almost 6,000 households completed since 2013. It is proposed that NCC's guidance document is updated to reflect the findings of this review and refresh its approach and expectations of new development and its mitigation. Proposed changes to the framework document include:
- Updated pupil yield ratios for new build properties across Early Years, Primary, Secondary and Sixth-form ages
 - Updated infrastructure costs to reflect current benchmarks, changes in market rates and actual local build costs
 - Increased use of digital channels for travel plan delivery (aligning with the approach set out in Section 5 of this report)
 - Expansion of service areas for which S106 contributions will be sought, including Special Educational Needs and Disabilities (SEND), Adult Social Care and Waste infrastructure. It is proposed that contributions will be sought where there is an evidenced demand for additional capacity to be provided
- 7.10 It is intended that these proposals will be included in an update to the existing Planning Obligations Framework. This will be subject to public consultation. Following the consultation, comments will be reviewed, any amendments made, and an updated version will be reported to Cabinet for approval.

The Community Infrastructure Levy Regulations

- 7.11 The introduction of the Community Infrastructure Levy (CIL) Regulations 2010 have fundamentally altered the way in which planning obligations have been secured and applied. The aim of CIL was to simplify planning obligations, through a single tariff, providing developers with a higher degree of certainty over the level of contribution they would be expected to pay from the outset, whilst enabling local authorities to accumulate significant funds towards single projects in need of investment.
- 7.12 In a two-tier area, such as Northamptonshire, CIL is set by the 'charging authorities' which are the local planning authorities (LPAs). To date, three LPAs have adopted CIL. These are Northampton, Daventry and South Northamptonshire. The CIL rate charged has to be based upon each area's local viability assessment and is a key part of delivering the local development plan and infrastructure requirements identified within. In addition, each area has published its own Regulation 123 list which sets out the types of infrastructure from which S106 obligations will no longer be secured after CIL is adopted. Each of the three LPAs have included Education infrastructure (excluding Primary and site specific requirements), on their Regulation 123 lists. This has meant that NCC has been unable to secure further S106 obligations from new development towards Secondary Education since 2015 for Daventry and 2016 for Northampton and South Northamptonshire. Instead it has been reliant on CIL funding.

7.13 Table 6 provides an overview of CIL funding received by Local Planning Authorities to date for investment in identified infrastructure projects. As can be seen, the receipts to date have been limited due to the timescales for adoption of CIL and liable schemes coming forward. However these funds will begin to accumulate more quickly as development begins to build out. The table also illustrates that NCC is yet to receive any CIL contributions.

Table 6 – CIL contributions received by LPAs

Local Planning Authority	2015/16	2016/17	2017/18	Total received to date
Daventry District	£9,000	£254,162	£989,654	£1,252,816
Northampton Borough	£0	£0	£0	£0
South Northamptonshire District	£0	£162,940	£366,112	£514,052
Total received by LPAs	£9,000	£417,102	£1,355,766	£1,766,868
Total CIL transferred to NCC	£0	£0	£0	£0

7.14 A further impact of the CIL regulations has been the restrictions on the number of S106 obligations that can be pooled together to fund a single item of infrastructure to a maximum of five. For example, if five developments of 20 homes have already negotiated a S106 obligation towards delivering a new Primary school, further developments coming forward in the same area, regardless of its size, could not legally be required to contribute to that same project through S106. These regulations have therefore had a substantial impact on NCC's ability to secure and invest in new infrastructure to meet the demands of growth.

7.15 Government has recently announced its intention to amend the CIL regulations following public consultation. This includes lifting the pooling restrictions in full. Whilst this is a very welcome move and a change that NCC pushed for in its response, it will require a change to existing legislation. As a result there will be a delay in implementing the changes to the existing regulations.

8. Business Support and Skills

8.1 Previously there has been a strong local business support offer in Northamptonshire delivered via NEP with the support of NCC, and included setting up the Enterprise Hub programme at the Central Library in Northampton. This contributed to Northamptonshire being awarded the title of Most Enterprising Place in the UK in 2012. With the demise of NEP, business support activities are now co-ordinated via SEMLEP and its Growth Hub.

8.2 NCC's role in business support has included the delivery two European Regional Development (ERDF) projects in partnership with the University of Northampton. Both projects were targeted at supporting businesses to establish and grow and have recently come to an end.

8.3 NCC delivered two of the key strands of the Ready 2 Grow (R2G) programme:

- Start-up support through a grant programme and 1:1 advice / workshop programme. This supported a total of 219 businesses, supporting 99 new businesses to be established.

- Major Growth Investment Grants via a grant programme designed to support high-growth businesses, which resulted in the combined investment of over £1.2m in 19 businesses, creating 53 new jobs.

Table 7: Ready to Grow outputs

Start-up support	
Number of start-up grants awarded	62
Value of ERDF funded start-up grants awarded	£142,000
Number of new businesses supported with 12 hours of specialist advice	173
Number of new businesses	99
Growing businesses support	
Number of Major Growth Investment Grants (MGIG) awarded	19
Value of ERDF funded MGIG grants awarded	£463,000
Value of private sector match funding	£808,000
Numbers of jobs created via MGIG	53

8.3 NCC was the lead partner on the delivery of the Northamptonshire Digital Enhancement (NoDE) project. This project delivered a programme of digital support, including the provision of a specialist Digital Adviser and a workshop programme, combined with a Digital Grant Scheme offering up to £5k match-funding to ambitious local Small and Medium-sized Enterprises (SME's) to invest in digital growth.

Table 8: NoDE outputs

Number of NoDE grants awarded	63
Value of NoDE grants awarded	£221,000
Value of private sector match funding	£221,000
Number of SME's supported with 12 hours of specialist advice	32
Number of SME's supported to introduce ' <i>new to Firm</i> ' products or services ¹³	36

8.4 With the current round of ERDF projects have coming to an end, there is currently minimal business support available to businesses in Northamptonshire beyond that provided by membership organisations, such as the Northamptonshire Chamber of Commerce, the Federation of Small Businesses and via SEMLEP's Growth Hub. SEMLEP is progressing a Growth Curve project which is targeted at a small cohort of high growth potential businesses across the wider area. This means that there is currently very limited support for start-ups in the county and what support is presently available concludes at the end of 2019.

8.5 It is anticipated that there will be a call for further ERDF projects in the coming weeks via SEMLEP and worth in excess of £10m. This will be the final chance to bid for any remaining ERDF match-funding which is ring-fenced for this area. After this call, any unallocated funds will be returned to the national pot.

¹³ New to firm products or services are those which did not exist prior to the programme and have been developed / implemented as a direct result of the ERDF funding – typical examples include the introduction of a new CRM system, e-commerce platform, use of virtual reality or app development.

- 8.6 With the limited local business support available in the county, especially for start-ups, NCC has been progressing discussions with the borough and district councils, the University of Northampton and the Chamber of Commerce. The purpose of these discussions has been to gauge the potential implications of the current and planned local business support offer, understand demand for services, and explore whether there is an appetite to work together to complement the current business support offer including that provided by SEMLEP's Growth Hub, and provide a locally targeted and delivered service. A key area of concern is the void in support for start-ups. This has traditionally been a strength of the county, supported via activity initiated and led by NCC. Northampton is currently ranked as the 6th best place in the country to start a business (Centre for Cities, 2019). There is also a concern that there is a lack of support for younger grow-on businesses (1-2 years post-start). These are businesses which are established, and are ready to grow to the next stage. The discussions also highlighted continuing demand for improved digital skills to ensure that that local businesses are able to respond to both the threats and opportunities provided by advances in technology.
- 8.7 There are three potential projects which are currently being progressed towards outline application stage. Two 'Start-up and Grow-on' projects are being developed. One is focused on North Northamptonshire and the other West Northamptonshire to align with the two new unitary authority areas. These projects will build on the successful elements of the Ready2Grow project and will deliver a comprehensive package of support to fuel the entrepreneurial culture in relation to start-ups and support ambitious SME's to grow and create new jobs through a targeted workshop and grant programme. Letters of support have been received from Corby Borough Council, East Northamptonshire Council, Kettering Borough Council and the Borough Council of Wellingborough. Discussions have also taken place with the University of Northampton to see how it could play an active role. A third project is at the earlier stages of development. Initial discussions have taken place between NCC and the Chamber of Commerce on the delivery of a digital business support programme and how this could complement the wider Digital Northampton activities.
- 8.8 Subject to support from potential partner organisations, it is proposed that NCC submits outline applications to SEMLEP as part of the forthcoming call for projects. This would be in the capacity of either lead partner or delivery partner. Should the outline application(s) be successful, the next stage would be to submit a full application later in 2019. The earliest start date for any project is likely to be April 2020. It is proposed that each of the projects would run over three years.
- 8.9 ERDF projects come with a requirement for match-funding. The minimum requirement is 50% match-funding. This match-funding can be staff and/or cash. It is proposed that NCC contribution would be primarily staff with the level dependent on the role it performs. It is also likely that a cash contribution will be required to match-fund the provision of specialist advisors and a workshop programme. Contributions would also need to be secured from other partners to support these costs and ensure that the project is of sufficient size to be viable. Initial discussions have been positive. The level of NCC cash-match would be provided for within existing budget envelopes and take account of NCC Medium Term Financial Plan proposals and would not exceed £50k per annum across the three projects.

Northamptonshire Construction Skills Programme

- 8.10 In January 2019, Cabinet agreed to NCC taking over as lead partner on the Northamptonshire Construction Skills Programme, following the withdrawal of Kier. This project has attracted a £1m grant from the Construction Industry Training Board (CITB) to deliver practical construction skills training to 800 learners, and ensure jobs for 240 people. <https://www3.northamptonshire.gov.uk/news/council-news/Pages/hundreds-could-learn-construction-skills-through-pioneering-project.aspx>
- 8.11 The training will be delivered on a number of live construction sites across Northamptonshire, including at the Wellingborough Prison Site, housing developments at Stanton Cross and Park Farm Way also at Wellingborough, the HS2 works in the south of the county, and the Smart Motorways improvements on the M1.
- 8.12 NCC signed the funding agreement with the CITB in April and work has been progressing to deliver the programme and a procurement exercise is underway to engage training providers.
- 8.13 Further updates will be provided to Cabinet as the project progresses.

9. Consultation and Scrutiny

- 9.1 Each of the activities outlined in this report either involves a separate consultation or deliver commitments, or involves activities, which are outlined in a plan which has previous undergone consultation. The main proposal in this report for the preparation of a Strategic Infrastructure Plan will involve a separate consultation, to inform its development, and help ensure wider buy-in and support.

10. Equality Screening

- 10.1 Positive impact on equality issues are set out in the Equality Impact Assessment. [http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-eqias/Pages/environment,-planning-and-transport-equality-impact-assessments-\(eqias\).aspx](http://www3.northamptonshire.gov.uk/councilservices/council-and-democracy/equalities/equality-impact-assessments-eqias/Pages/environment,-planning-and-transport-equality-impact-assessments-(eqias).aspx)

11. Risk and Business Continuity Management

- a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Lack of support and resource for the preparation of a Strategic Infrastructure Plan	Partner engagement. Alignment with related activity to leverage existing work and intelligence. Funding being sought.	Amber
Ongoing funding for Smart Move Northamptonshire-related activity	Incorporation into business as usual activities. Opportunities explored for attracting further grant funding. Alignment with Industrial Strategy and EEH work. Refresh of the approach to S106 agreements to secure funding related to new development	Green
Limited market appetite to deliver full-fibre connectivity in Northamptonshire	Proactive market engagement. Utilisation of existing funding to address non-viable areas	Amber

Risk	Mitigation	Residual Risk
Challenge to the proposals for managing S106	Ensure proposals are evidence-based, compliant with legislation and subject to consultation	Green
Duplication of business support services with national / LEP-wide provision	New projects are being developed to address identified local need and gaps in provision	Green

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Absence of a Strategic Infrastructure Plan is likely to result in the county losing out on support and funding to other areas	Red
Greater potential for traffic congestion and negative implications for economy (added costs) and environment. Legacy of investment, knowledge and applications is lost. Reputational damage with SEMLEP (funder). Opportunities for investment lost, if Northamptonshire is not seen to be an area which invests in and embraces new technology and business models. Alternative approaches need to be developed to deliver similar outcomes.	Amber
Northamptonshire falls behind other areas in terms of digital connectivity with resulting negative impacts including on the economy and productivity. Northamptonshire also loses out on potential Government funding and commercial investment from suppliers with this directed elsewhere.	Red
Lack of an up to date evidence base and guidance document for S106 means that developers successfully challenge NCC requests for contributions towards new infrastructure	Red
Valuable funding for business support services will be lost to the counties SME's – businesses will not be supported to start-up and grow	Amber

12. List of Appendices

None.

Author:	Name: Ian Achurch/Sarah Ellwood Team: Economy & Strategy
Contact details:	Tel: 01604 366057 Email: iachurch@northamptonshire.gov.uk sellwood@northamptonshire.gov.uk
Background Papers:	Support for Economic Growth in Northamptonshire, Cabinet Report 12 th June 2018
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so please outline the timetable here	YES – Adoption of Strategic Infrastructure Plan and a new Creating Sustainable Communities documents by Cabinet

Does the report include delegated decisions? If so, please outline the timetable here	YES – delegated authority is required to agree contract extensions with Gigaclear Networks. Subject to evaluation and assurance, it is anticipated that these extensions would be agreed by end of July 2019
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications been cleared by the Capital Investment Board (CIB)	YES Name of SFM: Rosemary Pallot NO
Has the report been cleared by the relevant Director?	YES Name of Director: Dominic Donnini
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Ian Morris
Has the relevant scrutiny committee been consulted?	NO Scrutiny Committee:
Has the report been cleared by Legal Services?	YES Name of solicitor: Debbie Carter-Hughes
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Liam Beasley
Have any property Issues been cleared by Property and Asset Management?	YES Name of officer: James Wheeler
Have the Procurement Implications below been referenced in the Paper: <ul style="list-style-type: none"> • Have you evidenced compliance with the Council’s Contract Procedures Rules? • Have you made clear in this paper where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations? • Have you identified any EU or UK legislative risks such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition? • Have you identified the procurement risks associated with a contract? 	YES Name of officer: Gus De Silva
Are there any community safety implications?	YES The proposed preparation of a Strategic Infrastructure Plan should have positive implications for community safety. Similarly the proposal to broaden the scope of S106 contributions should also have positive outcomes
Are there any environmental implications:	YES

	At a strategic level the proposals in the report will have positive implications for the environment, for example digital connectivity can reduce the need to travel and thereby it negative impacts on the environment. More specifically the Smart Move Northamptonshire initiative includes proposals which will have a positive impact on the environment, including the increased support for Ultra Low Emission Vehicles and cycling.
Are there any Health and Safety Implications:	YES The proposed preparation of a Strategic Infrastructure Plan should have positive implications. Similar there are health benefits resulting from the increased support for Ultra Low Emission Vehicles and cycling
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	Countywide



CABINET

11 JUNE 2019

EXECUTIVE DIRECTOR OF PLACE AND COMMERCIAL: DOMINIC DONNINI

**CABINET MEMBER WITH RESPONSIBILITY FOR TRANSPORT, HIGHWAYS,
ENVIRONMENT AND PUBLIC PROTECTION: COUNCILLOR IAN MORRIS**

Subject:	East Kettering Junction Improvements
Recommendations:	<p>Cabinet are asked to:</p> <ol style="list-style-type: none"> 1. Welcome the funding secured via Kettering Borough Council for junction improvements. 2. Agree to the phased implementation of the junction improvements, starting with Barton Road /Cranford Road, as set out in section 4 of this report.

1. Purpose of report

To welcome the funding provided by Kettering Borough Council for junction improvements related to development to the east of Kettering and to agree to proceed with the improvements.

2. How this decision contributes to the Council plan

The Council's vision is for Northamptonshire to be a county where everyone looks after each other and takes responsibility, where the vulnerable are protected and supported and where the people who can help themselves receive the assistance they need to stay independent and healthy.

This initiative helps the Council to deliver this vision through the following strategic priorities outlined in the Council Plan:

- Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police).
- Engaging with partners and communities to co-design and co-deliver services.
- Commissioning and procuring services and goods with partners.

3. Background

3.1 Over the last few years, as part of its strategies to deliver essential infrastructure improvements, the County Council has worked with Kettering Borough Council to deliver a number of highway improvements in and around Kettering town centre. This has included junction improvements at Northampton Road/Northfield Avenue, Rothwell Road/Northfield Avenue and Northampton Road/Sheep Street, public realm improvements in High Street and Gold Street and most recently the

widening and conversion of Eskdail Street to two-way operation, completed in late 2018.

3.2 Outline planning permission was granted for the Kettering East Sustainable Urban Extension (also known as Hanwood Park) in 2010. The consent is for 5500 homes, schools, community buildings, employment centres, leisure facilities and parks that will be developed over a period of 20 years. Approximately 3400 residential developments are expected by 2031, the end of the period covered by the North Northamptonshire Joint Core Strategy.

3.3 The Section 106 agreement associated with the planning permission requires the developers to pay a total of £6.3million to Kettering Borough Council for off-site highway improvements. These include six local junction improvements, a bus priority scheme, walking and cycling measures, works to A14 Junction 9 and a contribution to improvements to A14 Junction 10 and Barton Road.

4. Local junction Improvements

4.1 The County Council and our highway services provider, KierWSP, have already assisted Kettering Borough Council with the design and construction of the first of the local junction improvements – Windmill Avenue/Deeble Road (Junction C). We have now been asked to assist them with the design and construction of the remaining five local junction improvements. The five junctions, shown on the plan at Appendix 1, are:

- Stamford Road / Windmill Avenue / Central Avenue (Junction A);
- Windmill Avenue / St Mary's Road (Junction B);
- Barton Road / Pytchley Road / London Road (Junction D);
- Barton Road / Windmill Avenue (Junction E); and
- Barton Road / Cranford Road (Junction G).

4.2 To date traffic flow assessments and concept designs have been completed for all five junctions, and detailed design is now being progressed on a traffic signal solution for the Barton Road/Cranford Road junction (G), as shown in Appendix 2, with the intention that work on site will begin in July 2019.

4.3 Kettering Borough Council intend to commission further junction improvements as they receive additional developer funding, and approval for the additional expenditure involved will be sought via Capital Programme governance procedures.

5. Consultation and Scrutiny

5.1 Kettering Borough Council consulted on Kettering East (Hanwood Park) development as part of the planning application process. The junction improvements were supported by the County Council as part of that consultation.

6. Equality Screening

- 6.1 An Equalities Impact Assessment has been undertaken, and highlights no negative impacts on those with protected characteristics. It can be found at
- Environment, Place & Transport

7. Alternative Options Considered

- 7.1 The need for junction improvements was considered as part of the Transport Assessment which formed part of the Kettering East planning application, and it is was determined that improvements of the listed junctions was required.
- 7.2 The existing Barton Road/Cranford Road junction is signalised, and there is insufficient land available within the highway boundary to create a roundabout. The proposed junction arrangement will, within space available, lead to a significant reduction in the level of queuing which would otherwise arise, and also provide controlled pedestrian crossings, which do not currently exist.

8. Financial Implications

- 8.1 Kettering Borough Council has agreed to pay the County Council the cost of the Cranford Road/Barton Road junction improvement, currently estimated at £880,000, from developer contributions currently received.
- 8.2 This scheme was approved by Cabinet in May 2019 for inclusion in the committed Capital Programme.
- 8.3 Kettering Borough Council intend to commission further junction improvements as they receive sufficient developer funding, and approval for the additional expenditure involved will be sought via Capital Programme governance procedures.

	Current year		Forecast	
	2019/20	2020/21	2021/22	2022/23 & beyond
	£000	£000	£000	£000
Capital Investment				
Costs	880			
Funded by	Developer contributions (via KBC)			

What benefits will the proposal deliver?	Improved junction capacity Reduced congestion Facilitates the delivery of housing development
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9. Procurement

- 9.1 The works on the Cranford Road/Barton Road junction are within the threshold values for delivery through the County Councils' highway services contract with KierWSP, which makes provision for the delivery of highway schemes on behalf of borough and district councils. Procurement for future phases will be determined once future highway service delivery arrangements are known.

10. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Costs exceed available funding	Risk of cost increase would be covered by further contributions	Amber
Further funding does not materialise	Approval not being sought until funds are secured	Green

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
Development will not be mitigated, and congestion will increase	Red

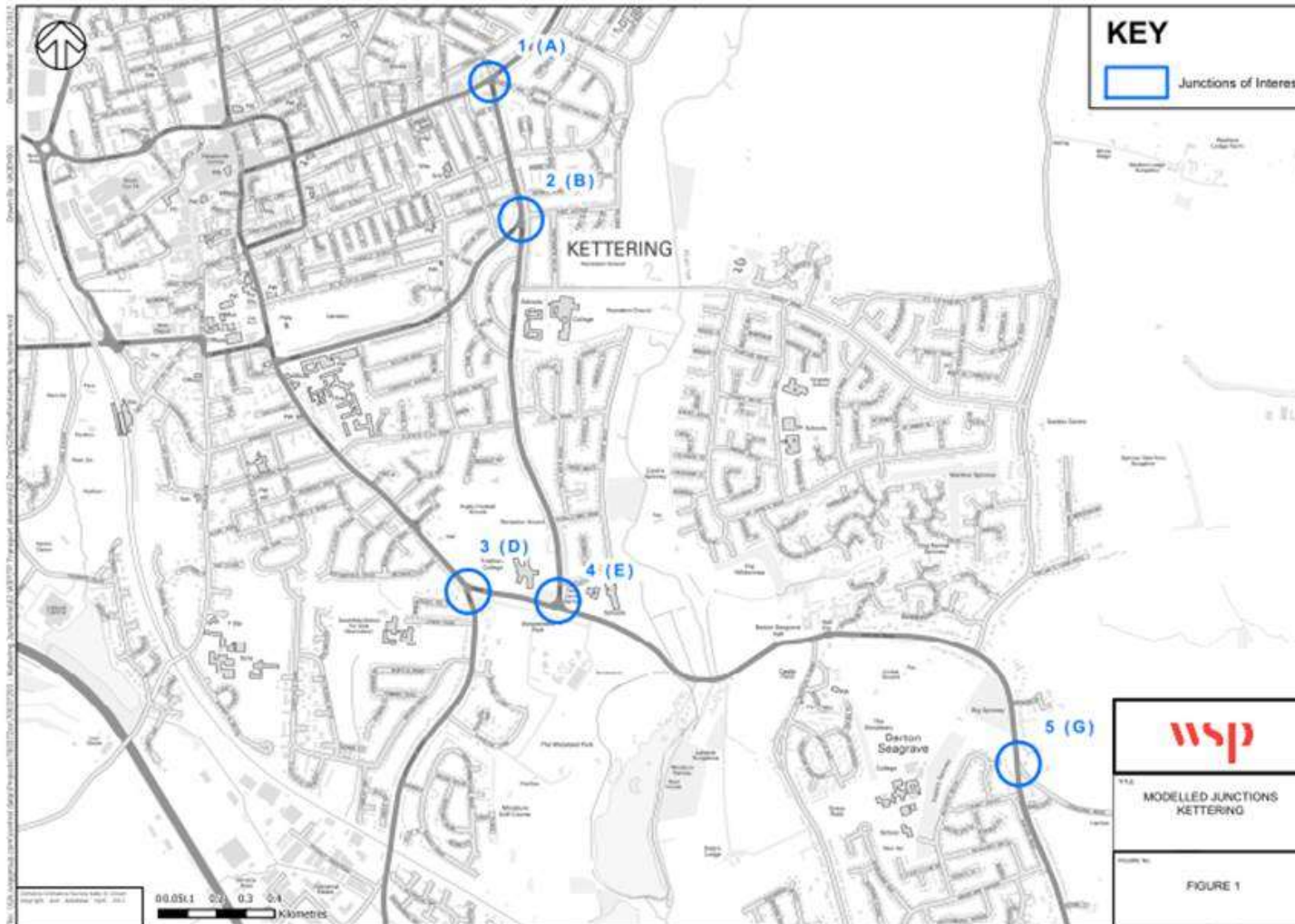
11. List of Appendices

Appendix 1: Location Plan

Appendix 2: Cranford Road/Barton Road Junction

Author:	Name: Chris Wragg Team: Economy & Strategy
Contact details:	Tel: 01604 364411 Email: cwragg@northamptonshire.gov.uk
Background Papers:	
Does the report propose a key decision is taken?	YES
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	NO
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications passed through Capital Programme governance procedures?	YES Name of SFM: Rosemary Pallot YES
Has the report been cleared by the relevant Director?	YES/NO Name of Director: Dominic Donnini
Has the relevant Cabinet Member been consulted?	YES/NO Cabinet Member: Cllr Ian Morris
Has the relevant scrutiny committee been consulted?	NO Scrutiny Committee:

Has the report been cleared by Legal Services?	YES Name of solicitor: Debbie Carter-Hughes
Have any communications issues been cleared by Communications and Marketing?	YES Name of officer: Liam Beasley
Have any property Issues been cleared by Property and Asset Management?	YES Name of officer: James Wheeler
Have the Procurement Implications below been referenced in the Paper: <ul style="list-style-type: none"> • Have you evidenced compliance with the Council's Contract Procedures Rules? • Have you made clear in this paper where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations? • Have you identified any EU or UK legislative risks such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition? • Have you identified the procurement risks associated with a contract? 	YES Name of officer: Gus De Silva (This should be Head of Procurement)
Are there any community safety implications?	None apparent
Are there any environmental implications:	None apparent
Are there any Health and Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	Ise: Cllr Victoria Perry Northall: Cllr Mick Scrimshaw Wicksteed: Cllr Scott Edwards Windmill: Cllr Eileen Hales





Appendix 2





CABINET

11 JUNE 2019

DIRECTOR OF CHILDREN’S SERVICES: SALLY HODGES

**CABINET MEMBER WITH RESPONSIBILITY FOR CHILDREN FAMILIES AND
EDUCATION: FIONA BAKER**

Subject:	Local Safeguarding Arrangements, Plan 2019-21
Recommendations:	Cabinet note the contents of the Local Safeguarding Arrangements, Plan 2019-21

1. Purpose of report

The Northamptonshire Safeguarding Children Partnership transition document sets out how the partnership will take forward the safeguarding of children and young people in the county. The document confirms:

- The vision of the three Strategic Lead agencies.
- Change in structure.
- The three key priorities.

This report is presented for information only and forms part of the Councils statutory requirements.

2. How this decision contributes to the Council plan

The Council’s vision is for Northamptonshire to be a county where everyone looks after each other and takes responsibility, where the vulnerable are protected and supported and where the people who can help themselves receive the assistance they need to stay independent and healthy.

<p>This initiative helps the Council to deliver this vision through the following strategic priorities outlined in the Council Plan</p> <ul style="list-style-type: none"> • Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, and Northamptonshire Police). • Enabling individuals and communities to achieve better outcomes. • Engaging with partners and communities to co-design and co-deliver services. • Using innovation to find better and more sustainable ways of delivering services ensuring they are efficient and affordable in the long term. • Focusing resources on prevention and early intervention.
--

3. Background

3.1 The Northamptonshire Safeguarding Children Board (NSCB) was a statutory body established under the Children Act 2014, it is independently chaired and

consists of senior representatives of all the principle agencies and organisations in the county whose staff come into contact with children and young people, their parents and carers.

- 3.2 The purpose of the NSCB was to safeguard and promote the welfare of children in Northamptonshire. This was done by coordinating the work of those people and organisations represented on the board, and ensuring that what they do is effective.
- 3.3 Following the publication of the Wood Review in 2016 which found a case for fundamental reform based on a widely held view that LSCBs, for a variety of reasons, are not sufficiently effective. The Local Government Association and Research in Practice found there was a lack of clarity on the role and expectations of an LSCB, and too often that the effectiveness of an LSCB is due to the ability of the Chair. As a result it was recommended to replace the existing statutory arrangements for LSCBs and introduce a new statutory framework for multi-agency arrangements for child protection.
- 3.4 This resulted in amendments to the Children and Social Work Act 2017 requiring Local Safeguarding Children Boards (LSCBs) to be replaced with new local safeguarding arrangements, led by three strategic safeguarding partners (local authorities, chief officers of police, and clinical commissioning groups). It also places a duty on child death review partners (local authorities and clinical commissioning groups) to review the deaths of children normally resident in the local area - or if they consider it appropriate, for those not normally resident in the area.
- 3.5 The transition document (appendix 1) is a requirement of legislation set out in Working Together to Safeguard Children 2018 as the current Local Safeguarding Childrens Board will cease to exist. This paper is brought to Cabinet to update members on the new Safeguarding Partnership and is for information only.
- 3.6 In accordance with the above guidance the transition arrangements must be published by the end of June 2019 and fully operational by September 2019.
- 3.7 The Safeguarding Partnership will be led by three Strategic Lead Agencies – Northamptonshire County Council, Northamptonshire Police and Northamptonshire Clinical Commissioning Groups – who have all agreed the Transition document.
- 3.8 As detailed in appendix 1 this change gives us the opportunity to review and change some of our ways of working, building on strengths within the good partnership relationships that already exist and focusing on how we can make a real difference to multi-agency frontline practice to improve outcomes for children, young people and their families.
- 3.9 We aim to achieve these improvements by developing and spreading good practice based on what we know works well and is evidenced based.

3.10 This plan of arrangements, sets out how we, as the safeguarding partners, will work together and with other agencies, to identify and respond to the needs of children in Northamptonshire.

3.11 Our ambition is to develop a fair and robust partnership and this plan outlines how this will be achieved through our new ways of working. This ensures a proactive and responsive approach to the needs of children, young people and families in the area and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

4. Consultation and Scrutiny

4.1 The transition document has been created by the three Strategic Leads, namely representatives from NCC, Police and Health Partners whom have ensured this has been consulted on within their own organisations.

5. Equality Screening

5.1 Please explain whether the proposal has had an Equality Impact Assessment undertaken.

If there are no equalities implications, please indicate why using the options below:

Reason that no EqlA is required	✓ as appropriate
The paper is for information only	✓
The proposal/activity/decision has no impact on customers or the service they receive	
The proposal impacts upon staff but the proposed staffing changes will not affect the service that customers receive*	
Other (Please explain further)	

*Where a proposal affects staff, the appropriate HR processes will be followed, which have already been subject to the EqlA process and will be compliant with HR legislation

6. Alternative Options Considered

6.1 In the development of appendix 1 the three Strategic Leads gave consideration to any alternative options available and remain committed to reviewing these arrangements on an ongoing basis should alternative delivery options become viable.

7. Financial Implications

7.1 The Northamptonshire Safeguarding Children Partnership will continue to be funded by all partners. The ring-fenced contribution by Northamptonshire County Council for 2019-20 will remain the same as the previous year and is met within existing budgets.

	Current year	Forecast		
	2019/20	2020/21	2021/22	2022/23 & beyond
	£000	£000	£000	£000
On-going costs (revenue)	167	167	TBC	TBC
Partner Contributions	(118)	(118)	TBC	TBC
Total net on-going costs (revenue)	49	49	TBC	TBC
Funding by	The net value above represents the NCC revenue base budget contribution to the Partnership. The NCC funding plus Partner Contributions will support the Safeguarding Partnership to undertake its statutory function. Future arrangements from 2021 are yet to be determined.			

What benefits will the proposal deliver?	Proposal will develop a fair and robust partnership as laid out in appendix 1. This ensures a proactive and responsive approach to the needs of children, young people and families in the area and drives opportunities to shape and influence policy development leading to improved practice and outcomes.
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8. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
N/A		

b) Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
The Council will be at risk of not fulfilling its Statutory Duty as set out in the Children and Social Work Act 2017 and detailed in Working Together 2018.	Red

9. List of Appendices

Appendix 1 - Local Safeguarding Arrangements Plan 2019-21

Author:	Name: Lisa Walsh Team: NSCB
Contact details:	Tel: 01604 364036 Email: nscb@northmaptonshire.gov.uk
Background Papers:	N/A

Does the report propose a key decision is taken?	NO
If yes, is the decision in the Forward Plan?	
Will further decisions be required? If so please outline the timetable here	NO
Does the report include delegated decisions? If so, please outline the timetable here	NO
Is this report proposing an amendment to the budget and/or policy framework?	NO
Have the financial implications been cleared by the Strategic Finance Manager (SFM)? Have any capital spend implications passed through Capital Programme governance procedures?	N/A Name of SFM: Emily Taylor No
Has the report been cleared by the relevant Director?	YES Name of Director: Sally Hodges
Has the relevant Cabinet Member been consulted?	NO Cabinet Member: Fiona Baker
Has the relevant scrutiny committee been consulted?	NO Scrutiny Committee:
Has the report been cleared by Legal Services?	NO Name of solicitor: To be confirmed
Have any communications issues been cleared by Communications and Marketing?	N/A Name of officer:
Have any property Issues been cleared by Property and Asset Management?	N/A Name of officer:
Have the Procurement Implications below been referenced in the Paper: <ul style="list-style-type: none"> • Have you evidenced compliance with the Council's Contract Procedures Rules? • Have you made clear in this paper where you are seeking Cabinet to approve an exemption from the Contract Procedure Rules and detailed the risks and mitigations? • Have you identified any EU or UK legislative risks such as non-compliance with the Public Contract Regulations Act 2015, transparency and open competition? 	N/A Name of officer (This should be Head of Procurement)

<ul style="list-style-type: none"> • Have you identified the procurement risks associated with a contract? 	
Are there any community safety implications?	N/A
Are there any environmental implications:	N/A
Are there any Health and Safety Implications:	NO
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	All



Local Safeguarding Arrangements

Plan 2019-21



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Summary

There are many agencies in Northamptonshire supporting children and young people, and they all work together as a partnership to ensure they are keeping children safe.

Some changes have already been made to the way these agencies work together to keep children safe, because of new government guidance set out in Working Together to Safeguard Children 2018.

The main changes are that:

1. There are now three organisations in Northamptonshire who are jointly responsible for the partnership arrangements for keeping children safe:
 - Northamptonshire County Council
 - Northamptonshire Police
 - Northamptonshire Clinical Commissioning Groups (Nene CCG and Corby CCG).
2. The Northamptonshire Safeguarding Children Board will change its name to the ***Northamptonshire Safeguarding Children Partnership***.
3. The Partnership will adopt a new structure which includes someone independent who will challenge its work and focus on learning.

This plan sets out the detail of how the Partnership will work, as well as why and how the changes were made.

At the heart of the arrangements is a commitment from all agencies to work together to keep children safe and to continuously improve working practices and to learn how to best do this.

Foreword

Welcome to Northamptonshire’s children’s multi-agency safeguarding arrangements and our plan of how we will adopt and implement these new arrangements across the partnership.

The changes have given us the opportunity to review and change some of our ways of working, building on strengths within the good partnership relationships that already exist and focusing on how we can make a real difference to multi-agency frontline practice to improve outcomes for children, young people and their families.

We aim to achieve these improvements by developing and spreading good practice based on what we know works well and is evidenced based.

This plan of arrangements, sets out how we, as the safeguarding partners, will work together and with other agencies, to identify and respond to the needs of children in Northamptonshire.

Our ambition is to develop a fair and robust partnership and this plan outlines how this will be achieved through our new ways of working. This ensures a proactive and responsive approach to the needs of children, young people and families in the area and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

“It is with great pleasure that Northamptonshire County Council supports this new partnership arrangement. Safeguarding children and young people is a complex issue, and success can only be achieved if all parties work closely together. This new arrangement will enable key agencies to work more closely in developing and delivering services, and in encouraging everyone to play their part in the protection of children.”

Sally Hodges, Director of Children’s Services

“Northamptonshire Police welcomes the forthcoming changes to local safeguarding arrangements within the county. A strengthened partnership supports our core mission statement of ‘fighting crime and protecting people from harm’ by making it clear that safeguarding is an equally shared responsibility across 3 organisations. We take this duty seriously and it is now incumbent upon us to work together for the benefit of children and young people within Northamptonshire.”

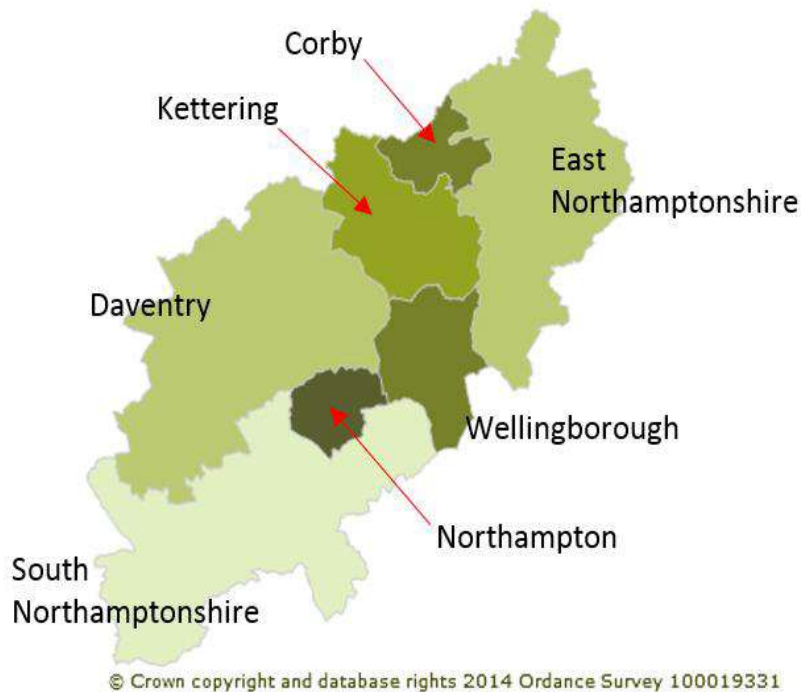
Simon Blatchly, Assistant Chief Constable, Northamptonshire Police

“Northamptonshire CCG’s believe that this is a unique opportunity for the newly formed Northamptonshire Safeguarding Partnership to work effectively together. Our shared duty is to ensure that the children and young people in Northamptonshire grow up in a safe and stable environment. We are committed to working with our colleagues to support families to lead healthy and happy lives.”

Toby Sanders, Chief Executive, Northamptonshire Clinical Commissioning Groups

Background

Northamptonshire Profile



The above map represents the 7 Districts and Boroughs that make up Northamptonshire.

Northamptonshire is a mixture of urban and rural communities with just over two thirds of the population living in urban areas and a just under a third in rural areas. 30% of the population live in the county town of Northampton. The county is middle ranking amongst the 152 county and unitary authorities in terms deprivation; however, there are pockets of high deprivation, primarily in Corby, Northampton and Wellingborough. Overall 16.2% of the county's population live in areas designated as deprived in the 2015 Index of Multiple Deprivation. These deprived areas contain higher proportions of children than the county's non-deprived areas.

The population of Northamptonshire grew by 7.1% between the 2011 Census and 2017. Over the same period the number of under 18's increased by 7.9% (higher than the national average increase of 4.7%) and in 2017 stood at 167,900 countywide. Overall these changes have resulted in 7,959 more pupils in the school system over the last six years.

At the time of the 2011 Census 14.3% of Northamptonshire's population came from an ethnic background other than White British. However, over recent years the county has experienced high levels of net long-term international migration per thousand population compared to other English and Metropolitan counties.

Many of Northamptonshire's children and young people experience poor outcomes. Just over 20,000 of children aged 0-15 year olds live in low income families, while 17,500 live in out of work benefit households and around 1,700 dependent children of all ages live in households affected by the benefit cap. Around 5 infants per 1000 live births countywide die before their first birthday. Levels of teenage pregnancy across the county are higher than the England average (20.9 per 1000 population aged 15-17 v 18.8 nationally). 17.0% of 11 year olds countywide are classified as obese, but this rises to 21.1% in Corby.

At the end of December 2018, Northamptonshire had an approximate population of 165,400 children.

The number of children receiving support from services was as follows:

At the end of December 2018, 2,193 children had been identified through assessment as being formally in need of a specialist child in need service.

This is lower than the national average per 10,000 children

At the end of December 2018, 712 children and young people were the subject of a child protection plan (a rate of 43.1 per 10,000 children).

This is in line with the national average per 10,000 children

At the end of December 2018, 1,118 children were being looked after by the local authority (a rate of 67.6 per 10,000 children).

- 307 (or 27%) live outside the local authority area.
- 115 live in residential children's homes, of whom 44% live outside the authority area.
- 5 live in residential secure units.
- 831 live with foster families, of whom 23% live outside the authority area.
- 29 live with parents, of whom 10% live outside the authority area.
- 99 are unaccompanied asylum-seeking children.

This is higher than the national average per 10,000 children

Developing new child safeguarding arrangements in Northamptonshire

Safeguarding children in Northamptonshire has previously been led by *Northamptonshire Safeguarding Children Board*.

The Wood Review 2015 and the subsequent government guidance 'Working Together to Safeguard Children 2018' required all local areas to review their safeguarding arrangements.

Northamptonshire undertook a systematic review of the existing Board during Spring 2019.

The initial **principles and considerations** adopted when conducting the review were to:

- Involve all partner agencies, not just the three statutory partners;
- Learn from experience and evidence and what works well;
- Ensure workable strategic and operational arrangements – fit form to function;
- Aim to reduce duplication across partnerships;
- Champion the interests and rights of children and young people;
- Ensure accountable oversight and feedback on performance and outcomes;
- Scrutinise and improve practice; and
- Ensure partnerships are proportionate, efficient, effective and adequately resourced.

New child safeguarding arrangements for Northamptonshire

Safeguarding partners in Northamptonshire will work together in order to identify and respond to the needs of children through the new *Northamptonshire Safeguarding Children Partnership*.

The Partnership will operate in line with the requirements of the statutory guidance 'Working Together to Safeguard Children 2018' and will cover the geographical area of Northamptonshire, as defined by the local authority boundaries.

The geographical footprint corresponds with that of the Nene and Corby CCG's footprint and the Northamptonshire Constabulary.

The safeguarding partners and other organisations and agencies included in these arrangements will fulfil their statutory duties to safeguard and promote the welfare of children from Northamptonshire.

The three local safeguarding partners jointly leading the Partnership are:

- **Northamptonshire County Council** – represented by the Director for Children's Services.
- **Northamptonshire Constabulary** – represented by the Assistant Chief Constable for Local Policing.
- **Northamptonshire Clinical Commissioning Groups** – represented by the Chief Executive.

Mission Statement and three key priorities

Mission Statement

For the children and young people of Northamptonshire
to be as safe as they can be
from harm, exploitation and neglect.

Key Priorities

1.	Taking positive action early enough to protect children
2.	To support children, young people and families who are at risk of exploitation
3.	To work effectively as a partnership and support our staff

Partners will take the guiding principles and convert them into practice for the above priorities. In particular, there will need to be a strong focus on:

- Really understanding what is happening through the use of data and information and via direct insights from practitioners and children and young people
- Being fully knowledgeable and briefed on the key safeguarding issues, both current and emerging, in particular on exploitation of children and young people (including sexual, criminal exploitation and the changing gang culture in the County)
- Considering safeguarding in the context of all influences on children and young people to gather information from the statutory partners and relevant other partners in such a way as to establish patterns and key points of change
- Looking at the effective use of resources across and between partners to seek opportunities for the unified deployment of resources (staff, money, capital resources)
- Looking outward to the public in order to be sensitive to local needs and to create an effective dialogue with communities

Relevant partners involved

The strength of local partnership working relies on safeguarding partners working collaboratively and robustly with relevant agencies to safeguard and promote the welfare of children.

In addition to the three main statutory partners there are a number of other relevant agencies who will continue to work as part of the partnership. These working relationships have been built on over previous years and their membership of the Strategic Partnership Group and Sub Groups will continue.

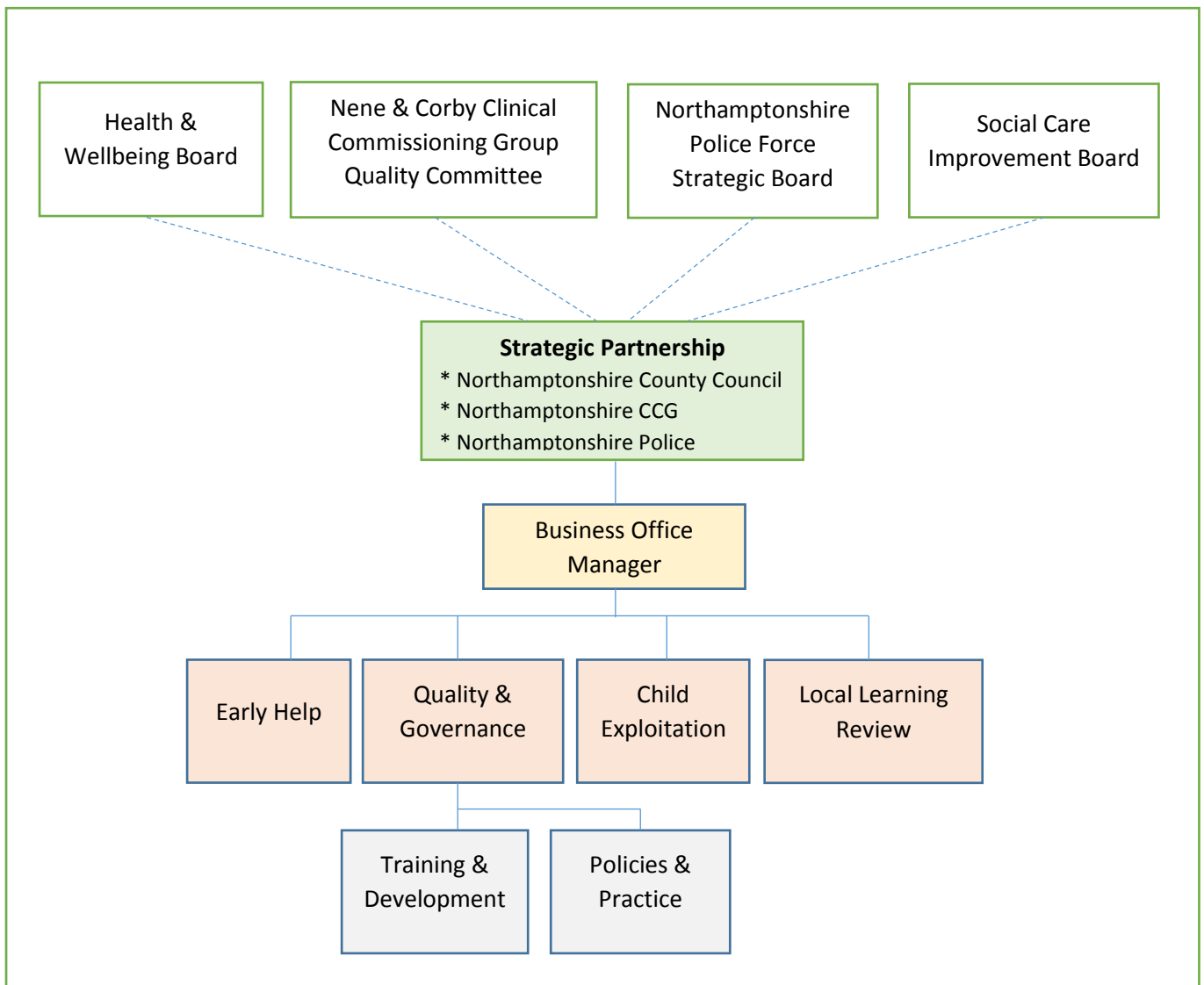
<p>Schools</p> <p>There are approximately 360 settings in Northamptonshire. Schools will remain engaged as part of the Strategic Partnership Group and Sub Groups to maintain joint working. There will be a focus on exploring how schools can contribute to safeguarding priorities and developments. Designated Safeguarding Lead forums will promote the key topics and learning and provide feedback in the work of the partnership.</p>
<p>Early Years settings</p> <p>There are approximately 1,500 settings in Northamptonshire including nurseries, child minders, pre-schools and children's centres.</p>
<p>Probation</p> <p>Will remain a key partner with the new arrangements and be invited to contribute to the Strategic Partnership Group.</p>
<p>Youth Offending Service</p> <p>Will continue to contribute under the new arrangements attending appropriate Sub Groups.</p>
<p>District Councils*</p> <p>There are seven districts and boroughs within Northamptonshire who will be invited to contribute to the Strategic Partnership Group.</p> <p><i>*Please note these arrangements are due to be re-structured in 2020 when Northamptonshire transforms into two unitary authorities.</i></p>
<p>CAFCASS</p> <p>Will remain a partner under the new arrangements and be invited to attend the Strategic Partnership Group.</p>
<p>NHS Trusts</p> <p>Northamptonshire Healthcare Foundation Trust, Northampton General Hospital and Kettering General Hospital remain key to delivering services to children and young people in Northamptonshire and will continue to attend the Strategic Partnership Group and Sub Groups.</p>
<p>Northamptonshire County Council Public Health</p> <p>Will remain a key partner under the new arrangements and contribute through the Strategic Partnership Group and Sub Groups.</p>
<p>Secure Settings</p> <p>Rainsbrook Secure Training Centre and St Andrews Healthcare will both remain key partners under the new arrangements and contribute through the Strategic Partnership Group and Sub Groups.</p>
<p>Other providers of commissioned services</p> <p>These services will be invited to provide regular updates and contribute Sub Groups where relevant.</p>

Structure of the Partnership

The systemic review of the previous Board's structure sought to reduce duplication and improve integration with other local partnerships.

As a result of the review the number of Sub Groups forming the Partnership has changed to reflect and focus on key priorities to improve practice and learning.

Structure:



Role of each group:

Strategic Partnership

The three safeguarding partners, chaired on an annual rolling basis from within the partnership, will come together monthly to drive forward the work of the Partnership, ensure effective scrutiny arrangements are in place across the partnership and make sure the vision and key objectives are upheld. This group will also develop, implement and monitor an annual plan and agree priority actions against core business; and will direct the Partnership's Sub Groups into delivery of the plan.

Quality and Governance Sub Group

The Partnership will use data intelligence and audits to ensure the help and support being provided to children in Northamptonshire is effective.

This group will be responsible for analysing multi-agency safeguarding performance data to inform the Partnership of relevant trends and risk to performance, and conduct a series of multi-agency audits per year, informed by data intelligence, Partnership priorities and findings from case reviews.

The Quality Assurance Sub Group will undertake partner Section 11 audits on an annual basis, Schools Section 175 audits on a bi-annual basis and others as felt necessary.

Learning & Development and Policies & Practice will be working groups convened as and when required.

Local Learning Review Sub Group

This group will undertake Rapid Reviews of Serious Incident Notifications (SINs) notified to Ofsted by the Local Authority and requests received from within the partnership as set out in Working Together 2018.

They will oversee the review of serious child safeguarding cases which raise issues of importance in relation to Northamptonshire and focus on learning as its main priority.

The purpose of undertaking child practice reviews will be to identify any improvements that should be made locally to safeguard children. The reviews will enable partners to identify and understand the reasons and causes of strengths and weaknesses in local practice and set out how lessons will be learnt and monitored for improvements. The arrangements will include sharing of good practice.

The Safeguarding Practice Review Panel will ensure clarity, high quality and consistency in practice in carrying out case reviews and ensure that the partnership learn lessons that can improve the response to children and families. All case reviews will be carried out to provide learning and development for individuals, teams and organisations involved in safeguarding.

Child Exploitation Sub Group

This group will focus on the prevalence of child exploitation in Northamptonshire including sexual exploitation and criminal exploitation with a specific focus on gang related activities.

The Child Exploitation Sub Group will ensure there is a clear understanding of child exploitation across the partnership, supported by data and evidence to effectively monitor and progress multi-agency responses to the risk of exploitation for children and young people.

Early Help Sub Group

This group will be a new Sub Group to focus on the number 1 key priority (*as set out on page 10*) and ensure there is a greater understanding and consistent application of thresholds across the partnership with an emphasis on tier 2 (targeted support) cases.

In addition, the group will support initiatives across the partnership to develop and strengthen early help services.

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Links to other Partnership Arrangements

Safeguarding is everybody's business.

In order to work collaboratively and consistently with other partnership arrangements in Northamptonshire, links to promote effective communication and engagement with be made with:

- Health and Wellbeing Board
- Office of Northamptonshire Police, Fire and Crime Commissioner
- Northamptonshire Police Strategic Board
- Northamptonshire Health and Care Partnership
- Northamptonshire Clinical Commissioning Group Quality
- Children's Social Care Improvement Board
- Community Safety Partnership Boards
- Northamptonshire Safeguarding Adults Board

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Local child safeguarding practice reviews and embedding learning

The responsibility for how the system learns lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel and at a local level with the safeguarding partners.

Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected and
- the child has died or been seriously injured

The three safeguarding partners must make arrangements to:

- Undertake Rapid Reviews of Serious Incident Notifications (SINs) notified to Ofsted by the Local Authority and requests received from within the partnership as set out in Working Together 2018.
- Identify serious child safeguarding cases which raise issues of importance in relation to Northamptonshire and its partners; and
- Commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

There is an ongoing commitment to continuous learning and improvement leading to enhanced practice and improved outcomes and experiences for children and young people.

Safeguarding partners will continue to act upon the findings from all local and national reviews with a view to considering how identified improvements can be implemented locally and promote joined up multi-agency working to safeguard the welfare of children and young people.

Findings and learning from local reviews undertaken in Northamptonshire will be shared across the partnership by means of de-briefs and disseminating 6 Step briefings for discussion within any team meetings.

The implementation of recommended improvements will continue to be regularly monitored for assurance of changes in practice and followed up for examples of change to provide evidence of a real impact on improving outcomes for children.

The sustainability of these improvements will be monitored regularly with updates and examples of relevant good practice to the three strategic leads and independent scrutineer.

Independent scrutiny arrangements

Independent scrutiny is key in providing assurance, monitoring and challenge of the quality of agencies work to enable the effective multi-agency arrangements to safeguard and promote the welfare of children and young people in Northamptonshire.

The safeguarding partners recognise the importance of the role of independent scrutiny in reviewing the effectiveness of multi-agency arrangements and driving forward continuous improvement across the partnership.

The three strategic leads agreed that a new Independent Scrutineer will be recruited immediately to carry out the roles detailed below.

Culture of scrutiny

Scrutiny in Northamptonshire will be focussed on learning as its outcome and will be positive in its approach. The Partnership will aim to build a culture where everyone involved in safeguarding children from the front line up to the Strategic Board, welcomes scrutiny and actively participates in it; trusting and learning from each other as well as taking accountability. We aim to achieve improvement by developing and spreading good practice based on what we know works well and is evidenced based. In practice this will involve using audits, training data, peer to peer challenge, and ensuring that the work of the Partnership is strengths based, consistently asking about how partners can learn from positive practice and the experiences of children and families, as well as when things do not go so well.

The role of the Independent Scrutineer will include:

- Attend the Strategic Lead Group and Strategic Partnership Group.
- Chair the Quality and Governance Sub Group.
- Review the Partnership's annual report.
- Review audits and performance data, including Section 11 and Section 175 audits.
- Determine the effectiveness of arrangements to identify and review local child safeguarding reviews.
- Involvement in the escalation and conflict resolution process.
- Have regular direct contact with frontline practitioners to receive frontline practice feedback.
- Ensure the voice of the child is at the heart of all aspects of safeguarding and receive direct feedback from children, young people and their families to monitor the effectiveness of their voice and experiences with performance and practice.
- Embed scrutiny as a positive process and measure throughout the partnership with learning as the outcome.
- Ensure informed challenge from elected Members takes place.

Voice of children and their families

The voice of the child is at the heart of the partnership.

It is important to involve children and their families when considering safeguarding in Northamptonshire and hearing their voices to contribute to the Partnership's vision.

The Partnership will work with existing arrangements within Northamptonshire to involve children and families in its work and listen to their voices.

These will include:

- Children in Care Council
- Healthwatch including Young Healthwatch
- Northamptonshire OPFCC Youth Commission

The Partnership will ensure children and families are involved regularly and that their views are included particularly on the following elements of its work:

- Conducting scrutiny exercises and peer reviews
- When setting annual priorities

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Transition

The new partnership arrangements will commence on 1st July 2019, with a transition period in July and August, with full arrangements in operation by 1st September 2019.

A transition plan will be developed to ensure an action plan is in place to monitor the priorities set out in the 2019-21 Business Plan and ongoing case reviews are completed in line with the original statutory transition guidance.

Funding and business support

The work of the Partnership will be supported a by the Business Office hosted by Northamptonshire County Council.

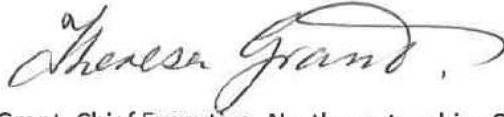
This continues the same arrangements used for the previous Safeguarding Children Board and will include supporting the Child Death Review arrangements.

Proportionate funding, based on previous formula's, has been agreed and is sufficient to cover all elements of the arrangements, including the cost of two local child safeguarding practice reviews. Any further reviews will be considered at the time.

Northamptonshire County Council	48,949
The Police & Crime Commissioner for Northamptonshire	23,931
Northamptonshire Clinical Commissioning Groups (Nene CCG and Corby CCG)	65,949
Total for the 7 District and Borough Councils	6,586
Other	19,793
TOTAL:	167,323

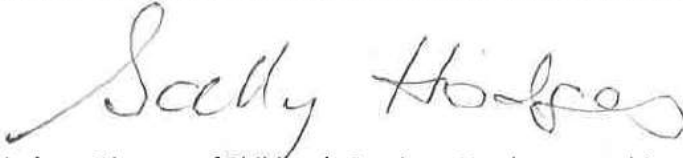
Strategic Partnership signatures

Signature of Chief Executive, Northamptonshire County Council



(Theresa Grant, Chief Executive, Northamptonshire County Council)

Signature of Director of Children's Services, Local Authority



(Sally Hodges, Director of Children's Services, Northamptonshire County Council)

Signature of Chief Executive Officer, Northamptonshire Clinical Commissioning Group

(Toby Sanders, Chief Executive Officer, Northamptonshire Clinical Commissioning Group)

Signature of Head of Safeguarding, Northamptonshire Clinical Commissioning Group



(Tina Swain, Head of Nursing and Safeguarding, Northamptonshire Clinical Commissioning Group)

Signature of Chief Constable, Northamptonshire Police



(Nick Adderley, Chief Constable, Northamptonshire Police)

Signature of Assistant Chief Constable, Northamptonshire Police



(Simon Blatchly, Assistant Chief Constable, Northamptonshire Police)

Date: