






Northamptonshire
County Council

Cabinet

Tuesday 8 October 2019

Agenda Pack Two for the following Cabinet reports:

 Denotes a key decision

Item No.	Subject	Page No	Responsible Cabinet Member	Contact name & Tel. no. (01604)
09. *	Northamptonshire Youth Justice Plan	Pack Two 3 - 40	Councillor Baker	Cath Hickman 364118
10. * 	England's Economic Heartlands (EEH) – Outline Transport Strategy: <i>Framework for Engagement and Shaping the Future Together – West</i> Northamptonshire Strategic Plan Issues Consultation	Pack Two 41 – 52	Councillor Smithers	Ian Achurch 366057
11. * 	Target Operating Model with NASS	Pack Two 53 – 60	Councillor Morris	Katie Brown 361884



CABINET

8 OCTOBER 2019

DIRECTOR OF CHILDREN’S SERVICES: SALLY HODGES

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

Subject:	Northamptonshire Youth Justice Plan
Recommendations:	That Cabinet consider the document as the Youth Justice Plan for Northamptonshire 2019/20 and recommend the report to full Council for approval.

1. Purpose of report

Every Youth Offending Service (YOS) Management Board across England and Wales is required to produce an annual plan as a condition of the Youth Justice Board Grant. This Plan outlines the developments that have taken place over the last year, and those that are planned for the next, specifically:

- Work in Courts and with the Magistracy which has impacted positively both locally and nationally
- Developments in the training and support available to volunteers
- Ensuring the participation and engagement of children and young people known to the service
- Work to reduce serious youth violence, particularly with a preventative focus
- Alignment with the Integrated Adolescent Service
- Finance, and in particular the costs associated with children Remanded into Youth Detention Accommodation
- Re-invigoration of the YOS Management Board
- Performance maintenance and improvement work, in particular related to re-offending and access to Education, Training and Employment

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.
- Focusing resources on prevention and early intervention.
- Utilising the Council's assets effectively.
- Reducing inequalities and disparity of opportunities.

3. Background

Every YOS Service Management Board across England and Wales is required to produce an annual plan as a condition of the Youth Justice Board Grant.

4. Consultation and Scrutiny

This plan is a joint piece of work between the members and attendees of the YOS Management Board and employees of the YOS itself. Consultation has therefore been undertaken across the statutory partnership and has included the Cabinet Member for Children, Families and Education. Direct consultation with children and young people known to the service will be integral to the next plan.

5. Equality Screening

This Youth Justice Plan does not, as a whole, require an EqlA. It does, however, contain reference to the Disproportionality Action Plan, intended to address already identified examples of inequality within the Youth Justice System local.

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)	✓ see above

*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

Production of the Youth Justice Plan is a condition of the Youth Justice Board grant contribution to the Youth Justice System in Northamptonshire.

7. Financial Implications

The YOS is financed through a range of partnership contributions as follows:

YOS Budget Contributions	2018/19 Cash	2018/19 Cash & Kind	2019/20 Cash	2019/20 Cash & Kind
Police and Crime Commissioner	200,900	420,900	200,900	420,900
Early Intervention Youth Fund (via PCC)			352,211	352,211
National Probation Service	5,000	34,154	5,000	34,154
NHS Northamptonshire		91,942		122,798
Local Authority	1,488,408	1,488,408	1,407,308	1,407,308
Youth Justice Board Good Practice Grant	553,915	553,915	548,699	548,699
Youth Justice Board – JAC Grant	25,015	25,015	24,779	24,779

YOS Budget Contributions	2018/19 Cash	2018/19 Cash & Kind	2019/20 Cash	2019/20 Cash & Kind
Other (LA SMU)	80,000	80,000	80,000	80,000
Total	2,353,238	2,694,334	2,618,897	2,990,849

The Local Authority funding has decreased from £1,488,408 to £1,407,308. The overall Youth Justice Board contribution has decreased by a smaller reduction than anticipated, (£-5,452: the Good Practice Grant by £-5,216 and the Junior Attendance Centre Grant by £-236.)

The table above shows both financial and contributions in kind. For 2019/20 the Police and Crime Commissioner provides the YOS with four seconded police officers plus a cash contribution, totalling £773,111. Two community psychiatric nurses and two health and justice practitioners are seconded from the NHS, commissioned directly for the YOS, so the real contribution is £122,798.

The YOS works across the county, with office bases in Northampton and Kettering. Work is also undertaken in Partners' premises across the county, and via home visits, reflecting the rural nature of Northamptonshire.

8. Risk and Business Continuity Management

The Plan contains a table of risks and the measures that are proposed to mitigate those.

9. List of Appendices

Northamptonshire Youth Justice Plan 2019/20

Author:	Name: Cath Hickman Team: Northamptonshire Youth Offending Service
Contact details:	Tel: 01604 364118/ Email: Chickman@childrenfirstnorthamptonshire.co.uk
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?	YES
Have the financial implications been cleared by the Strategic Finance Manager (SFM)?	N/A Name of SFM: Emily Baker N/A

Have any capital spend implications passed through Capital Programme governance procedures?	
Has the report been cleared by the relevant Director?	YES Name of Director: Sally Hodges
Has the relevant Cabinet Member been consulted?	YES Cabinet Member: Fiona Baker
Has the relevant scrutiny committee been consulted?	N/A Scrutiny Committee:
Has the report been cleared by Legal Services?	N/A – No legal implications Name of solicitor:
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? • Have you identified the procurement risks associated with a contract? 	N/A Name of officer (This should be Head of Procurement)
Are there any community safety implications?	The Plan specifically outlines the actions contributory to tackling crime and disorder locally.
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:	N/A



Northamptonshire Youth Justice Plan 2019/20

Forward

As a relative newcomer to Northamptonshire, I have been very impressed with the absolute desire and passion shown by all staff, for the wellbeing of the young people they serve. Achieving the very best outcomes is the key driver for our staff and services, and this is best achieved when we all work together.

The Youth Offending Service is uniquely placed to enable professionals from many services to develop projects, plans, and interventions that help our young people to best effect.

The YOS Management Board has representation from all the key agencies involved in youth justice work, and is determined that the service will continue to grow and support its young people. This year sees many changes for both the board and the services with the introduction of new standards and expectations, and in the changing landscape in the local authority .

As a high performing service, we anticipate that the new inspection regime will be upon us in the next 12 months, and look forward to the opportunity to show that we will continue to put young people at the heart of our ambitions



Sally Hodges
Director for Children's Services & Chair of YOS Management Board

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Executive Summary

The past year has seen a range of developments across Northamptonshire Youth Offending Service in relation to work in Court, with volunteers, training, hearing the voice of the child, and preparing for inspection. The pace of development will not slow over the forthcoming year, rather the reverse.

Work to reduce serious youth violence will increase, both in relation to knife-crime specific work, and the development of new services to widen our reach in partnership with the Police and the Police, Fire and Crime Commissioner's Office. Greater alignment with Children's Services will be delivered as part of the development of the Integrated Adolescent Service, and work will continue to reduce the criminalisation of children in care.

As with other public services, resourcing is tight but, provided there is no further reduction in year, services will be delivered in line with the plans set out. The primary financial pressure on the partnership remains the costs associated with children remanded to youth detention accommodation and work is ongoing to address that.

Partnerships across the youth justice system in Northamptonshire remain strong. Following the announcements of both the Unitary Authorities, and the creation of the Children's Trust, work will be needed to ensure that the changing arrangements do not disrupt the essential activities. The re-invigoration of the YOS Management Board should assist in ensuring a smooth transition to whatever hosting arrangements are agreed for NYOS.

Performance against KPIs has broadly been good, but areas for further improvements have been identified, particularly in relation to re-offending and access to education, training, and employment. Risks to delivery following from these and other potential issues are identified, and this plan concludes with the summary of planned actions for the year to come.

Introduction – the past year

2018/19 was another busy year for Northamptonshire Youth Offending Service: we have continued to build on previous developments, and been innovative and forward thinking in relation to issues facing young people today, despite the unanticipated departure of the Head of Service.

Having worked with some of the most senior figures in criminal and youth justice, NYOS has secured approval for the approach to Youth Rehabilitation Order reviews. The method effectively overcomes barriers that have prevented such initiatives across the country up to now and Lord Carlisle described NYOS as “an exemplar” in relation to this work. With formal judicial permissions in place, and approval from the national players (the Youth Justice Board, the Association of YOT Managers, and the Magistrates Association), NYOS has developed a “starter pack” which is designed to allow YOTs and Magistrates’ panels around the country to adopt what is now being described nationally as “the Northamptonshire Model”.

The model was presented at the Youth Justice Convention in November 2018, and the starter pack has been distributed to every YOT in England and Wales by the YJB and the AYM. YOTs and Youth Magistrates around the country are now coming together to adopt our model. The Centre for Justice Innovation is working with us to complete a small scale evaluation of the extent to which we engage with “problem solving approaches” in Court. This includes both our work in Court and the YRO reviews.

We remain an ASDAN customised accreditation centre, and continue to offer young people another alternative to educational achievement where skills are learnt and evidenced. In 2018/19, NYOS continued to develop its in-house programmes for young people, including delivering effective group and individual interventions on masculinity and knife crime. Over the past year, 23 young people have achieved ASDAN accreditation. Having not achieved our target of at least 75 ASDAN accredited outcomes per year, we have developed ASDAN workshops for staff to provide the opportunity to discuss either work in progress, or how to get started.

NYOS has again been successful in achieving the Investing in Volunteers award, which credits the service for recognising the value and impact of our Volunteers, who are embedded within our workforce. Volunteers receive a highly effective training package that is recognised as evidence of best practice to ensure their understanding is of the same quality as paid staff.

Three reports have been presented to the Management Board over the past year looking at disproportionality in relation to Black and Minority Ethnic young people, Gender and Children’s Social Care status (particularly children in care and children in need) and an action plan has been developed to address identified issues.

NYOS continues to evidence a high level of compliance in ensuring that staff are regularly trained and implementing learning in safeguarding. Over 90% of staff within the YOS have completed training on CSE, Prevent, Neglect and FGM. We are currently exploring additional training on Adverse Childhood Experiences and Trauma Informed Practice. A significant proportion of staff in the YOS have completed Signs of Safety training. The learning from this training has already been adopted into our daily practice, both through supervision and in our approach to managing Risk of Serious Harm to others and the Safety and Wellbeing of children and young people. This has enriched assessments and contributed to interagency understanding and communication.

The YOS Youth Forum has recently been re-launched, providing a vehicle for consulting with children and young people who either are currently or have recently been in receipt of our services.

There is a new HMI Probation Inspection regime in place, and we were fortunate to be able to welcome a representative of the YJB who facilitated a workshop for the YOS Management Board in relation to this and the new YJB Standards for children in the youth justice system. This assisted partners to understand the developments in the framework, specifically the increased emphasis on the active contribution of partners to both governance and support.

Throughout the year, NYOS has paid attention to HMIP reports on individual YOSs and Thematic inspections, factoring relevant findings into our own inspection preparations. NYOS also completed a mock Inspection using the new HMIP framework during November 2018 and further mock inspections are planned. NYOS also had one case in the national HMIP Resettlement Inspection, the final report for which has yet to be published.

Liz Fowler & Cath Hickman
Joint Heads of Service

Structure & Governance

Northamptonshire's YOS Management Board provides oversight, support, challenge, and strategic direction, not only to NYOS, but also to the wider youth justice system within the county. Currently reviewing the Terms of Reference, the Board is going through a change process, which will see greater active involvement from Board members.

The Board receives regular reports in relation to performance and finance, allowing it to actively oversee, support, and direct activity within NYOS. It will also ensure that statutory partners are both meeting their financial and other obligations and working actively in support of the strategic aims in their day-to-day work.

A major challenge for the Board over the next two years will be to ensure that the youth justice partnership remains effective whilst the County Council and seven Districts and Boroughs become two new Unitary Authorities. Additionally, the Board must ensure effective implementation of the Youth Justice Board's 'Child first, offender second' policy approach as Children's Services in the county become a Children's Trust.

The Board will set three strategic priorities each year, and for 2019/20, these are:

- Reducing serious youth violence via the Knife Crime initiative and the Early Intervention Youth Fund
- Ensuring engagement and alignment with the developing Integrated Adolescent Service
- Reducing the criminalisation of children and young people in care.

Reducing serious youth violence – knife crime initiative:

Following the deaths of two young people in knife related violence and a recognised increase in the numbers of young people carrying knives, last year NYOS completed a review of our work with young people regarding the carrying of weapons to ensure that current practice is up-to-date and evidence led. NYOS are now successfully implementing a knife crime programme for all tiers of young people coming to our attention, with the aim of improving their understanding of the risk of knife possession to further safeguard and protect our young people. NYOS staff are also involved in the direct delivery of this programme in schools in the Northampton area and have trained teaching staff to provide follow up sessions. Those young people completing the program within the YOS are eligible for ASDAN accreditation.



is the logo for this programme: it was developed and designed by a young person who very recently successfully completed their Referral Order. Our ethos has been to engage with our young

people both in the community, and custody as they live with these challenges on a sometimes daily basis and are best place to give us feedback on the interventions we will be delivering. So far, the feedback has been extremely positive.

NYOS was part of the judging team for the final of the County Schools Challenge on 8th July 2019, with this year's theme being knife crime. Each school had been tasked to come up with ideas to try to tackle knife crime, which were delivered at a "Dragons Den" type event.

On 26th September 2019 we have a launch event planned with the Northamptonshire Safeguarding Children Partnership as a major part of their inaugural conference. This gives a welcome opportunity to share our programme with schools and others.

Reducing serious youth violence – Early Intervention Youth Fund:

The Office of the Police, Fire, and Crime Commissioner led a successful bid in late 2018 to the Home Office, under the Early Intervention Youth Fund stream. NYOS is the major delivery partner for this initiative, which is being co-ordinated through CIRV, within the Police.

The work of the Prevention and Diversion scheme (PaDs) has been extended to work with children and young people judged to be at high risk of becoming involved in serious violence, including involvement with gangs/county lines. These children will not necessarily have committed an offence, and they will be referred to NYOS via the CIRV Triage process.

Work has commenced on an enhanced approach to assessment and intervention with this group. Taking account of trauma experienced, including the identified Adverse Childhood Experiences (ACEs), and resilience, the approach will aim to ensure that those young people receive the support they need in relation to the traumatic events experienced, alongside work to address the behaviour of concern. Within NYOS, the intervention will be based on the principles of the Chimp Management model, developed by Professor Steve Peters.

Engaging and aligning with the Integrated Adolescent Service:

As part of the re-structuring of Children's Social Care, an Integrated Adolescent Service will be developed. Although plans have yet to be drawn up, there is every reason to believe that this will become part of the Children's Trust when that is formed. It is likely that this new service will incorporate not only the existing Targeted Support and Edge of Care services, but potentially the Youth Work team being put in place by the OPFCC. Additionally, there will be Social Workers within the team to ensure that adolescents in need of a statutory assessment will not need to be moved to the wider safeguarding services. It is hoped that, in addition, the specialist services responding to young people who are being exploited either

criminally or sexually, the specialist sexually harmful behaviour will find a home here too.

As a statutory partnership, NYOS will be aligned with, rather than integrated into this service. The service design is currently being constructed, through significant consultation across the sector. NYOS is already actively involved in this process, and this engagement will continue, to ensure that pathways between the two services are as smooth as possible, offering children and young people seamless access to the support that they most need.

Reducing the criminalisation of children and young people in care:

The national protocol on reducing the unnecessary criminalisation of looked-after children and care leavers was launched in November 2018. The key purpose is to provide a framework for local agencies to co-develop arrangements to reduce this.

Following a piece of work for the management board, NYOS reported that on 31st July 2018 we had a population of 72.5% with a social care legal status. Of 102 open post court orders, 74 children and young people had a legal status of Child in Need, Child Protection, Children in Care, or Leaving Care. This clearly showed a disproportionate number of young people with a legal status coming into contact with NYOS. Those children and young people that were in Care or had become Care Leavers, made up 34.3% of the NYOS post court population. However, as concerning and significant was the number of young people who were Children in Need: these accounted for 28.4% of the NYOS post court population.

These findings fit with the national picture, that these young people are significantly over-represented within the system. Ensuring that the circumstances leading to coming into the youth justice system are fully explored, and that they are diverted from the formal system wherever appropriate. Whether or not this is possible, a fully collaborative approach across agencies will be required both in delivering interventions and otherwise reducing the potential for them to return.

Resources & Value for Money

NYOS operates a Pooled Partnership budget. This sits within NCC financial structures, but contains contributions from across the partnership. Nevertheless, NYOS has complied with the spending control measures implemented by the County Council. As host agency, NCC makes an additional contribution to infrastructure that cannot readily be quantified here. The budget for 2019/20 is as below:

YOS Budget Contributions	2018/19 Cash	2018/19 Cash & Kind	2019/20 Cash	2019/20 Cash & Kind
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YJB Funding

The YJB requires a breakdown providing details of how the YOS proposes to spend the grant for 2019/20. The chart below shows this indicative budget, but as the YOS operates with a pooled budget from a variety of sources it must be noted that it is

purely indicative. The original legislation for YOTs had a principle that all agencies contribute to a pooled approach, and this needs to be borne in mind here. This relates solely to the YJB Good Practice Grant, as the grant for the Junior Attendance Centre is managed and accounted for separately.

Priorities	Areas for action	Areas for spend	Indicative costs
1 All children and young people grow up in a safe environment	Reoffending - Custody - Remands –Accommodation – Violence - CSE	ISS Courts Information Management	84,000 72,000 30,000 5,000
2 All children and young people achieve their best in education, are ready for work and have skills for life	ETE - Compliance/enforcement	ETE	22,000
3 All children and young people grow up healthy, and have improved life chances	First Time Entrants - Out of court –disposals – CAMHS	Prevention	110,000
4 Improving outcomes for children and young people in care	Monitoring/reporting to effect changes	Children in Care Supervision Management	30,000
5 Victims	Restorative Justice - PCC Voice - Effective Practice - Police	Reparation Referral Orders & Victim work	85,000 111,000
Total			£549,000

Included in the overall budget is the additional funding secured from the Ministry of Justice by the OPFCC, which is being used to directly fund a significant extension of the Prevention and Diversion Scheme within NYOS.

The most significant financial pressure on the partnership over the past 12 months has been the costs associated with young people being remanded to Youth Detention Accommodation. Funding for this is devolved from the Youth Custody Service to the County Council and the formula is based upon previous years' usage data. Having had relatively low remand figures, these have risen lately, causing the pressure on budget set for a lower demand. The budget for the current financial year is somewhat higher, but NYOS is also working with partners to put actions and processes in place to reduce the use of remands, not least because of the potentially detrimental effect on incarcerated children and young who subsequently do not receive a custodial sentence.

NYOS is actively involved in and supportive of the national Youth Justice Workforce Development Council. The Youth Justice Skills Matrix, which has been developed by the Council in partnership with Skills for Justice, identifies the core skills needed when working with young people who offend. NYOS has used this and undertaken a

service wide skills audit of all staff. The training needs analysis has been completed and an action plan will be developed and implemented in 2019 to ensure delivery against all core requirements.

The current staffing structure of NYOS, along with the staff characteristics charts can be found in the appendices. 2018/19 saw a significant amount of recruitment across the service, in part due to new initiatives, such as the extension of PaDs under the Early Intervention Youth Fund. Additionally, staff have benefitted from the high levels of training and developmental support provided by NYOS and a number have moved on to other organisations better able to meet financial aspirations.

Partnership Arrangements

NYOS is a statutory partnership, and the staff group is multi-disciplinary: effective partnership working is at the centre of the work, both with statutory partners, and with other individuals and agencies with whose work NYOS intersects.

Children and young people

NYOS have recently re-launched the Young People's Forum. Three young people are currently involved in this (one girl and two boys) all of whom are currently working with NYOS. The aim is to facilitate a forum of 10 young people who are either current or recently ex-clients of NYOS. Membership of the forum provides an opportunity to have a voice in both current arrangements and proposed developments, and to participate in staff recruitment

The forum is supported by a volunteer, who has received training for the role. Whilst NYOS will provide support to the forum, the aim is for a level of independence. Over the next year, the forum will be involved in working with NYOS to:

- revise Referral Order paperwork and process
- promote and encourage equality for young people
- identify gaps in provisions
- identify and address other issues of concern

Additionally, NYOS hopes to work with the Forum to develop peer mentoring, forge links with other youth forums across the county, allowing the voice of children and young people involved in the criminal justice system to be heard alongside those of others in different circumstances.

Children First Northamptonshire

NYOS is hosted by Northamptonshire County Council and line managed within Children First Northamptonshire. The Head of Service reports to the Assistant Director for Early Help, Safeguarding, and Children's Services. In addition to being located within CFN, NYOS has a number of strategic and operational links across the Children's Services Directorate both in relation to individual children and young people, and in developing and maintaining practice arrangements. This will remain critical following the YJBs clear statements that they are pursuing a 'Children first, offender second' approach.

Work to implement the National Protocol on Reducing Unnecessary Criminalisation of Looked-After Children and Care Leavers is in the early stages of development. Led by the Corporate Parenting Board Project officer, NYOS has been fully involved from the outset and has been able to provide links with police, CPS and the Probation Service to ensure that the development is appropriately multi-agency. NYOS will

continue to play a key role in this development, through sharing of good practice, utilising our nationally recognised restorative and diversionary approaches to ensure that locally we are providing an integrated, co-ordinated and pro-active response to preventing and addressing challenging behaviours of children in care.

Last year, NYOS was closely involved with the development of the Joint Northamptonshire Protocol for the provision of Local Authority accommodation under PACE 1984 (PACE Transfer). Having drafted the protocol that was adopted by the Safeguarding Children Board, NYOS is now centrally involved in facilitating the conversations between the Police Custody department, the MASH, and the Emergency Duty Team.

Court

NYOS continues to provide a high-level service to Youth and Crown Courts, and direct feedback on NYOS services from courts is invaluable in maintaining this standard. Our Youth Court operation is currently being evaluated by the Centre for Justice Innovation as part of a pilot to support the development of “problem solving approaches” in three YOTs. The feedback will be used through 2019/20, in discussion with Youth Magistrates, to further develop our Court work.

NYOS has contributed to highlighting the need to improve the standard of advocacy for children in Youth and Crown Courts. This has included making an agenda contribution as the only YOT represented at a meeting chaired by Charlie Taylor last year at the MoJ. That meeting established a working group, to develop a plan to improve advocacy standards, and NYOS continues to play an advisory role in the efforts of the Solicitors Regulatory Authority and the Bar Standards Board to improve practice in representing children.

Community Safeguarding and Public Protection Incidents.

The CSPPI process is followed when a child or young person currently or recently known to the YOS:

- Dies, is the victim of a rape, attempts suicide, or is the victim of sexual abuse/exploitation
- Sustains a potentially life threatening injury, or serious and permanent impairment of health or development
- Is charged with Murder, Manslaughter, Rape, or a Terrorism related offence
- Is charged with a MAPPA Serious Further Offence whilst already subject to MAPPA arrangements

Following the decision of the Youth Justice Board last year to devolve this work to local areas, the YOS Management board agreed to oversee the work in this area, receiving reports and agreeing action plans. Reports are produced following a thorough audit of the case and interviews with individuals both inside and outside the YOS. The format expands upon that suggested by the YJB.

Since these arrangements have been in place there have been 4 CSPPIs, all of which have been related to Safeguarding. Three related to girls who reported having been raped to the Police, and one related to a boy who suffered multiple stab wounds and sustained life-altering injuries. The reports in relation to two of the rapes have been submitted to the YOS Management Board and the resulting action plans approved. The other two are due to be submitted to the YOS Management Board for discussion in October 2019.

Health

NYOS has long had the benefit of seconded Community Psychiatric Nurses assessing and intervening with clients. Their work was divided between pre-Court, Mental Health Diversion, and at- and post-Court work with children and young people experiencing emotional distress, learning difficulties and autistic spectrum disorders. More recently, their work has been moved into the Liaison and Diversion team, changing the focus of their attention and work is ongoing to ensure that YOS clients receive the support that they need.

Additionally, last year, NYOS worked with CAMHS to develop and deliver a Health and Justice project. This aims to support decision making in PaDs by opening up opportunities for information sharing, as well as delivering low level interventions to young people within the cohort who are presenting with emotional/behavioural difficulties. The two Health and Justice workers offer wellbeing assessments and interventions to young people, as well as consultations with staff to advise, and share resources and intervention.

Education

The availability of opportunities for young people above statutory school age has reduced over recent years, and statistical analysis of young people known to NYOS shows reduced educational outcomes in that group. The role of the Education Team in NYOS is primarily to broker arrangements with other providers rather than teach directly. Whilst NYOS is not and cannot offer significant teaching, there have long been arrangements in place with providers to bring educational opportunities into the YOS. Currently those arrangements involve Northampton College.

In recognition of this further reduction in availability, NYOS will explore the potential to further develop the currently available accredited ASDAN awards. Work will also be undertaken with Northampton College to attempt to make the BTEC accredited Work skill Programme available to YOS clients.

The proportion of YOS clients who are Children in Care and Care Leavers who have no education or other provision is even higher than that in the rest of the YOS post 16 cohort. The recognition that additional challenges of engagement due to frequent moves and disruption exist within this group, makes it critical that NYOS

works closely with Children's Social Care and providers to ensure improved transitions and outcomes.

MAPPA & NSCB

Having responsibilities in relation to Safeguarding and Public Protection, NYOS continues to be actively involved in both MAPPA and the NSCB, with a seat on both strategic Boards. Additionally, NYOS is well represented at operational and sub-group meetings covering both agendas, and ensures that relevant staff receive ongoing training in relation to both of these critical areas of work.

National Probation Service & BeNCH

The Joint National Protocol for Transitions in England sets out the requirements of agencies in working with young people who attain the age of 18 during their involvement with Youth Offending Services. The seconded Probation Officer is primarily responsible within the YOS for managing transitions of those young people who are assessed as suitable for transition to either NPS or BeNCH. Locally, arrangements have been put in place, and involves front line managers from NPS and NYOS overseeing the decision making and subsequent processes in line with the Protocol.

Transitions hinge on four key points identified in the protocol that are determined by the date at which the young person attains the age of 18. As can be expected, the complexity of many cases means that the timing of these process points often needs to be flexible, and where there are significant delays, these are addressed in discussion with the two front line managers, and plans agreed to bring matters into line. This level of liaison is proving effective, with good working relationships having been developed. The area for development for this year will be to ensure that reviewing of the transition period is more effective to ensure improved collaborative working, allowing the transition of young adults to be seamless and supportive.

Police - general

The seconded Police Officers continue to play a vital role in NYOS; requiring them to work with young people at the entry point to YOS, Community Resolution Disposal, through to those who subject to Detention and Training Orders and longer custodial sentences. The role requires officers to undertake a range of specific duties

- the Out of Court Disposal triage, outcome delivery and intervention
- engage with young people who are assessed as high risk of re-offending and high risk of causing serious harm and MAPPA,
- gather and share information in order for the YOS case manager to make sound assessments in terms of those risks,
- deliver specific pieces of intervention such as knife, driving and violent crime programmes.

Additionally, each officer is actively involved in initiatives focussing on NYOS development.

- Two officers also run a cycle maintenance and restoration programme, Cyclopps, which has proven success as a prevention tool with local schools and adult offenders open to Integrated Offender Management intervention. Over the next year we will be developing an accreditation route for participants in recognition of the work they complete in this community based project.
- There are also 2 officers that have completed AIM 2 (sexual harmful behaviour assessment and intervention) training and both are now valued members of the AimToChange virtual team, supporting Case Managers to deliver specific interventions. Over the next year, additional police officers will be receiving this training to develop the service that is delivered.
- Following an internal YOS review in the summer of 2018 of the police officers role, officers have been identified to take a lead role in areas such as, Serious Organised Crime and Gangs. The intention being that each of the four officers will have a 'specialism' to focus on and develop over the next 12 months.

In addition to this, the YOS will focus on the development of being key partners within the CIRV triage allocation meetings to continue to support this project to ensure that young people in our county are protected and empowered to change problematic behaviours to reduce first time entrants into the criminal justice system.

Police – Out of Court Disposals

The Prevention and Diversion scheme, (PaDs), is managed by NYOS, in partnership with Northamptonshire Police. Over the past year PaDs has received approximately 343 referrals from the Police. Following triage, an outcome is agreed between the Police and NYOS, and this is delivered by NYOS Police Officers. Assessment, brief intervention and an exit strategy follows. This work is undertaken on a voluntary basis and the level of engagement from young people and their families is high, at 84%.

PaDs staff also attend the Hate and Anti-Social Behaviour Forums across the county. This allows for open communication with partner agencies to ensure everyone is working together to manage risks in Northamptonshire's communities. Over the next year, NYOS will continue to work with Police colleagues to maintain the high standards within this work.

Following a successful bid by OPFCC to the Home Office under the Early Intervention Youth Fund, NYOS is in the process of significantly extending the work of PaDs. This work is being undertaken alongside the Police CIRV (Community Initiative Reducing Violence) project to reduce violent crime and tackle the emerging concerns in relation to gang related offending. Increasingly, intelligence from the Police in relation to serious youth violence has assisted in identifying emerging issues at an earlier stage, allowing NYOS to respond without unnecessarily criminalising additional children and young people.

The project is in the early stages: having already developed referral routes, NYOS is now in the process of developing a new assessment framework, which incorporates the short-form AssetPlus. The outcome will be used to channel young people into one of three pathways, depending on the type and level of need. In addition, new delivery methods will be created, focusing on trauma, and building resilience with young people. This work is heavily influenced by the work of Professor Steve Peters, the Consultant Psychiatrist who created the Chimp Paradox. The main purpose of this project is to identify and support those young people who are presenting with behaviours and circumstances indicative of the potential for criminal exploitation and the consequent involvement in violence.

Police, Fire and Crime Commissioner

In 2018, NYOS supported the OPFCC during their Time 2 Listen consultation. This consultation with young people focussed on hearing their experience of the Criminal Justice System. Contributions were also taken from those who designed parts of the system, members of the public who have been through it, and those who work on the frontline within it. The report continues to inform the practice of NYOS. This positive relationship will continue into 2019/20, working collaboratively to enable voice of the child to be heard and to enable positive change to services for young people.

Restorative Justice

Restorative approaches remain critical to the work of NYOS, both in relation to our work with young people and the victims of their offences, and in the ways we work together internally and with external colleagues. The work in support of becoming a fully restorative organisation continues, and will do so for the foreseeable future.

Under the Victims Code of Practice, NYOS has specific duties in relation to identifiable victims: to make contact with a view to offering the potential for restorative processes to be put in place; and to keep victims who wish it updated on the situation and progress of the young person. This work sits predominantly within the Restorative Justice Team, with the Prevention and Diversion scheme undertaking their own Victim/Restorative work.

In October 2018, the Ministry of Justice and Youth Justice Board released new Guidance re-affirming the underlying principles of Referral Orders to reflect the recommendations arising from

- HMI Probation's Thematic Inspection – 'Referral Orders – Do they achieve their potential?' and
- Charlie Taylor's Review of the Youth Justice System, as well as the findings of
- the Lammy Review into the treatment of, and outcomes for BAME individuals in the Criminal Justice System.

In response, NYOS has revised the Referral Order process to reflect these changes, refocusing on restoration, reparation and reintegration within the context of 'Child first, offender second'.

Volunteers

NYOS were successful in renewing their Investing in Volunteers award in 2018 and will continue to invest in our Volunteers, in order for this to be achieved again in 2021. There were 3 recommendations from the process in 2018;

- Ongoing training with volunteers regarding Risk of Harm to others and the Safety and Wellbeing of children and young people. NYOS has in place a plan to ensure that there is greater emphasis on this within the regular training plan.
- Exploring how NYOS recruit volunteers from BAME groups. The RJ Team has taken the lead in looking at recruitment practice to attract members of the public from BAME groups.
- A formal volunteer action plan that sets out volunteering objectives in one place and identifies how these link to wider organisational objectives. NYOS is working with the Volunteering Steering Group to produce this for implementation over the coming year.

Performance against KPIs

The YOS monitors national and local Key Performance Indicators (KPI's) to ensure the Service is making a positive impact. The KPI's are as follows:

- Re-offending rates
- First Time Entrants into the youth justice system
- Custody rates for young people
- Engagement in Education, Training or Employment
- Access to suitable accommodation for young people

NYOS continues to make good progress with many of the indicators and will continue to mitigate risks and promote continuous improvement within the service.

Re-offending Rates

In terms of overall re-offending, NYOS performs well. The most recently published 12-month reoffending data from the Police National Computer (PNC) for January – March 2017 sets Northamptonshire's binary performance (percentage of young people who go on to reoffend) at 37.4% . This compares favourably with the national average (40.9%) and East-Midlands average (39.4%).

NYOS will continue to work closely with partners: Police, Northamptonshire County Council, National Probation Service, and local providers to exchange information, reduce risk, monitor outcomes and develop creative interventions to reduce re-offending. This work includes young people both within and on the edge of the criminal justice system. For example, NYOS is closely involved with the Community Initiative to Reduce Violence (CIRV), a Police-led project designed to reduce gang and other serious violence by offering an alternative pathway through mentoring, support, job opportunities and other change programmes. It is such initiatives that will ensure NYOS continues to drive positive change and prevent re-offending in the future.

Latest YJB Re-offending Cohort (Jan – Mar 2017).

YOT	Number in the cohort	Number of reoffenders	Number of reoffences	Reoffences per reoffender	Reoffences per offender	% Reoffending
Northamptonshire	326	122	408	3.34	1.25	37.4%
Family Average	405.3	151.7	538.2	3.55	1.33	37.4%
East Midlands	2491	982	3737	3.81	1.50	39.4%
National	33364	13660	53470	3.91	1.60	40.9%

Recently a piece of work was completed looking at the 2016/17 Reoffending Cohort, which identified a number of key findings, most notably in relation to a small number within the group that were responsible for a significant proportion of the re-

offences committed. The analysis identified that 6% of the cohort (20 young people) were responsible for 45% (172) of the re-offences. A previous cohort from 2011/12 was similarly analysed and reported on in 2014, which also identified the same issue with 6% of the cohort responsible for 44% of the re-offences within the cohort.

It is evident that there is an ongoing issue regarding a prolific few, and that if we are to reduce the local re-offending rate, this group need to be managed in a different way.

The prolific 20 in the cohort have a number of shared characteristics:

- 75% are known to Children's Social Care
- 40% are Looked after Children

Of those subject to YOS Assessment:

- 73% had dual concerns regarding **both** Substance Misuse and Mental Health
- 73% had speech, language and communication needs identified

Where children are assessed as presenting a medium or above level of either risk of serious harm to others or safety and wellbeing concerns, they are then made subject to multi-agency Risk and Safety & Well-Being Panel arrangements. There is no current arrangement to hold a panel solely based on the level of likelihood of offending alone. Of those within the prolific 20 that were subject to assessment by the YOS, all of them were assessed as high in relation to either risk of serious harm to others or safety and well-being, and none of the children were assessed as presenting below a medium level in either category. These panels are also only in place for as long as the order is open to the YOS, but often the tracking of these young people carries on for a greater length than that of the order.

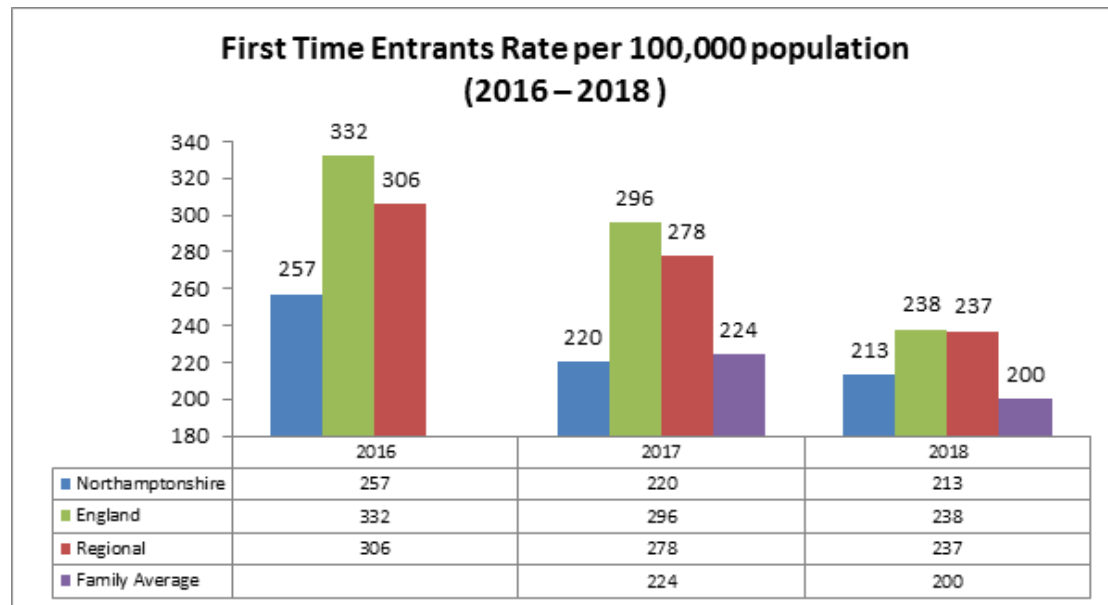
These arrangements are multi-agency but deal with the case at an individual operational level, meaning that different workers attend different panels. This does not allow us to understand and respond to this group as a complete cohort, which given the identified overlap in their needs and circumstances would have benefit and merit. We therefore propose to establish a multi-agency panel. This would enable management of the cohort to be considered at an organisational level; identifying and seeking solutions to any blockages or barriers to managing the group. The group would monitor progress in relation to individual children in the cohort, whilst also addressing themes emerge.

First Time Entrants

The PNC measures FTE's per 100,000 population: an individual who receives their first substantive outcome, be that Caution or conviction for an offence.

Performance from 2016 - 2018 shows FTE's continuing to reduce with figures of 257, 220 and 213 per 100,000 population respectively. Northamptonshire's current rate of FTE (213) is below the England and Regional averages, but slightly above the family average. Whilst progress has been made, NYOS is fully committed to playing its part in managing this, for example utilising funding via the OPFCC to expand the

Prevention and Diversion scheme (PaDs), ensuring that a larger number of young people receive effective interventions at the lowest safest level.



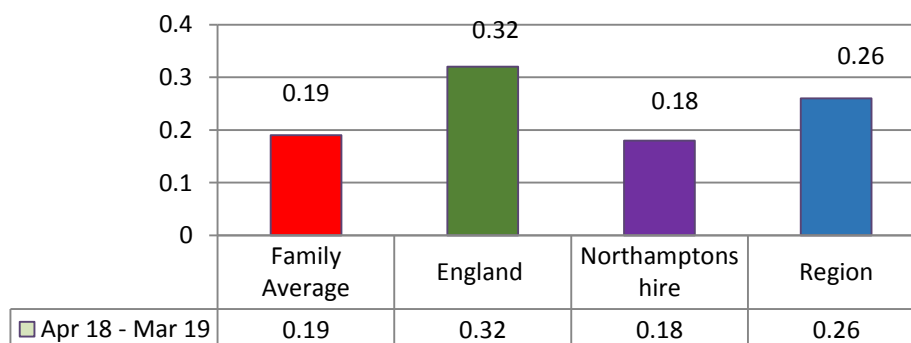
*The YJB introduced new YOT Family groups in 2017, hence there is no comparable data for the YOS Family for 2016.

Young People who receive a conviction in Court who are sentenced to custody.

The National Custody measure uses a rate per 1,000 (10-17 years) population. The most recent figures released are for the 12-month period April 2018 – March 2019. The rate of 0.18 for this period is better than regional, national and family average.

Data for 2018/19 show that 15 young people received custodial sentences in this period, a drop of 7 from the previous year. The effective multi-agency work with young people in the community, including the creative low-level PaDs and CIRV initiatives reduce the likelihood of further serious offending. Work is also under way to find a multi-agency response to the numbers of young people remanded to Youth Detention Accommodation.

Custody Comparison per 1000 (10-17 years) population

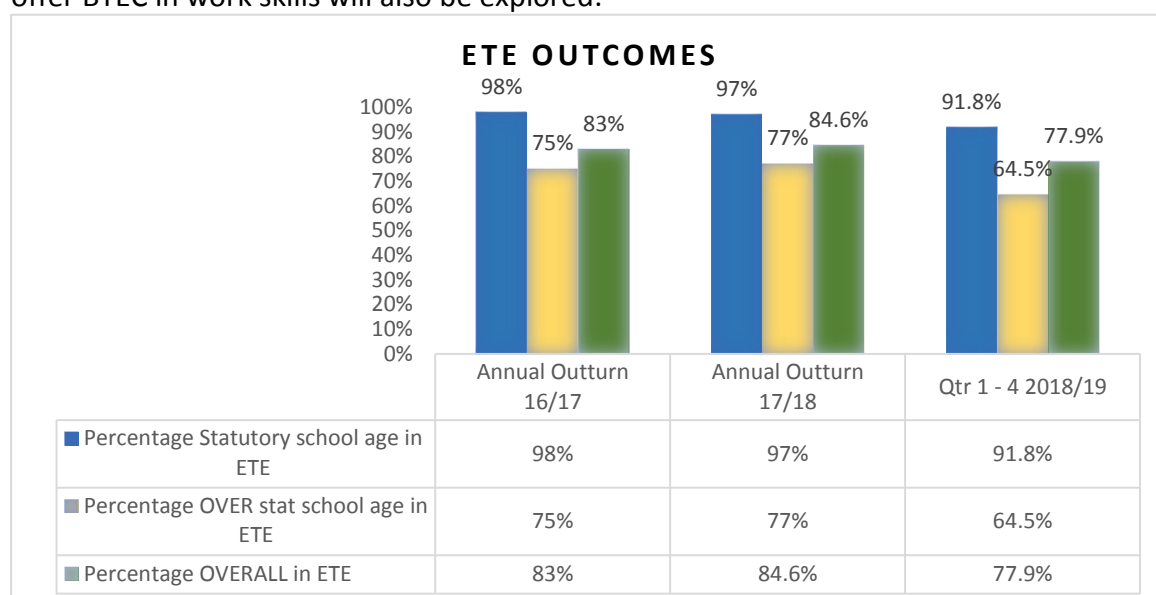


Engagement in Employment Training and Education (ETE) for Young People who offend.

This reflects the proportion of young people who are actively engaged in suitable ETE when the disposal supervised by NYOS closes. Active engagement is defined as 25 or more hours for young people of school age, and 16 or more hours for those above statutory school age. The local target is 80%. Current Performance for Apr 2018 – March 2019 is 77.9%.

Changes to local training provision for those above statutory school age have posed some risks to performance, and creative and collaborative work is needed to address these issues. Gaining and sustaining training or employment is a critical protective factor, which promotes desistance for young people.

NYOS invests in this area, funding tutors from Northampton College, and works closely with other local providers. Accredited awards for Literacy and Maths are available through the College, along with more vocational input such as driving theory tests and CV preparation. As an accreditation centre, NYOS offers ADSAN awards, and this provision will be expanded over the next year. The potential to offer BTEC in work skills will also be explored.



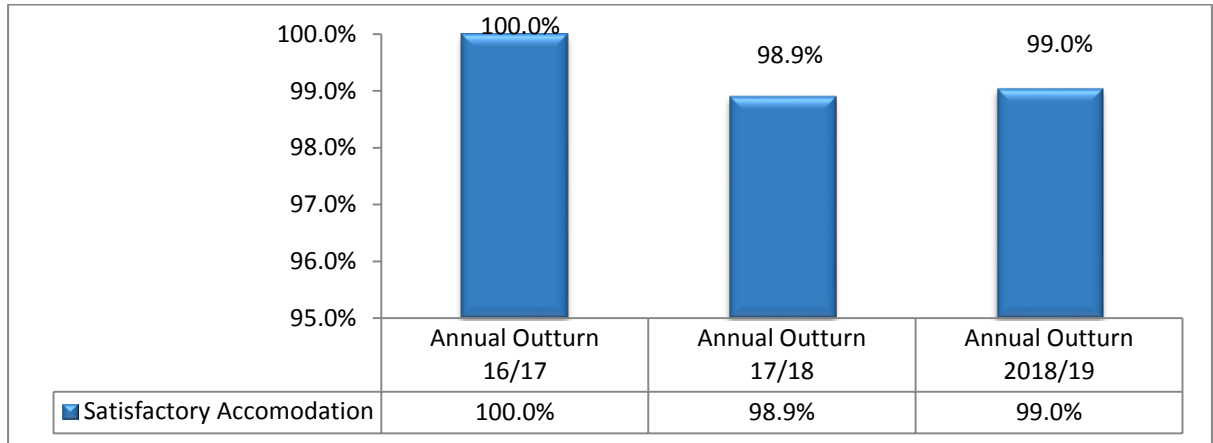
Access to Suitable Accommodation for Young People in the Youth Justice System

This local measure gives the percentage of young people at the end of Court Orders who are in satisfactory accommodation. This judgement is based on the Care Levers (England) Regulations 2010. NYOS has consistently performed very well against this measure, achieving 99% in 2018/19

The strategic landscape for accommodation provision remains challenging and NYOS continues to work hard to achieve the best outcomes for young people. The NYOS

Accommodation team actively engages with Local Councils, Children’s Services and the DWP, providing concentrated advocacy seeking to mitigate these broader risks. The team will increasingly be involved with the prevention of homelessness in order to provide greater stability for young people.

Accommodation Outcomes



Risks to Delivery

Risk	Seriousness	Likelihood	Action	Success Criteria	Co-owner/ Sponsor, alongside YOS Head of Service
Performance reduction	High	Low	Monitor performance, put in place corrective actions, support staff through training and supervision. Liaise with partners and YOS Management Board to assist performance	National Indicators maintained or improved Successful HMIP inspection result	Sally Hodges Chair of YOS Management Board, DCS
Increase in First Time Entrants (FTE)	Medium	Low	Further encourage referrals to Out of Court Disposals interventions and those young people referred through CIRV at a more preventative level. Liaise closely with Police colleagues. Report to YOS Management Board to monitor performance	Continued reduction in First Time Entrants	Nicci Marzek Director for Early Intervention, OPFCC
Increase in re-offending with NYOS cohort	Medium	Medium	Re-offending analysis to be completed for the YOS Management Board. Further analysis and profile to be completed on our top 20 re-offenders. Re-offending analysis to be completed again	Re-offending rates reduce	Sean Scannel Northants Police

			Introduce multi-agency panel to address common themes across the top 20 re-offender cohort		
Access to education, training and employment reduces	Medium	High	Ensure educational staff within the YOS are ensuring the correct support is in place and appropriately challenging tuition hours and availability of resources	ETE rates static or increasing	Fiona Baker, Lead Member, Children's Services
Appropriate resources are not provided by partners, leading to worsening outcomes for children and young people	High	Medium	YOS Management Board to monitor YOS data in relation to gaps in services or the need for additional support from our partners YOS Management Board to bring partners together for funding applications	Performance improved and all appropriate resources in place	Sally Hodges Chair of YOS Management Board, DCS
Increase in gangs and serious youth violence, including the NYOS cohort	High	High	Ensure this is on the YOS Management Board agenda and services are in place. Data sharing is key between agencies and we have a co-ordinated programme of intervention Maintain positive links and referral routes with CIRV	Reduced serious youth violence Successful HMIP inspection result	Mick Stamper Northants Police
Poor Inspection outcome	High	Medium	Mock inspection to be completed to benchmark progress made	Successful HMIP inspection result	Sally Hodges

			<p>Learning from inspection reports from other areas</p> <p>NS Audits / Self-assessment in September 2019</p> <p>Case file audits</p>		<p>Chair of YOS Management Board, DCS</p>
Increase in young people remanded to Youth Detention Accommodation (YDA)	High	Medium	<p>Remand analysis to be completed for YOS Management Board, with recommendations</p> <p>Multi-agency approach to bail packages</p>	<p>Fewer young people being remanded to DA</p> <p>Reduced costs of remands for the Local Authority</p>	<p>Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services</p>
Young people within different BAME groups are represented in YOS cohort differently from general population	High	High	<p>Disproportionality action plan to be shared with the YOS Management Board and implemented</p>	<p>Targeted interventions developed</p>	<p>Gordon King, Deputy Director Mental Health, NHFT</p>
Increase in the proportion of Children in Care and Care Leavers within the NYOS (post court population) showing	High	High	<p>Develop a framework with partners to prevent and unnecessarily criminalising already highly vulnerable children and young people where possible</p> <p>Review the national protocol and develop local arrangements to reduce</p>	<p>Successful implementation of shared local arrangements to reduce the unnecessary criminalisation of</p>	<p>Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services</p>

a high level of disproportionality			the unnecessary criminalisation of looked-after children and care leavers	looked-after children and care leavers	
Disproportionate representation of girls in the pre-Court arena, and of boys in the post-Court arena			Statistical analysis an following actions Review of existing intervention packages and delivery approaches	Sufficient packages differentiated by gender to meet individual need	Denise Meylan Head of Northants LDU, NPS
Resettlement from custody is not smooth and transition between services is fragmented	High	Medium	Use of YJAF and attendance at sentence planning reviews and early release boards to ensure consistency of services with partners	Interventions and services remain in place for young people wherever they are at in the Criminal Justice System	Kate North Deputy Director, BeNCH

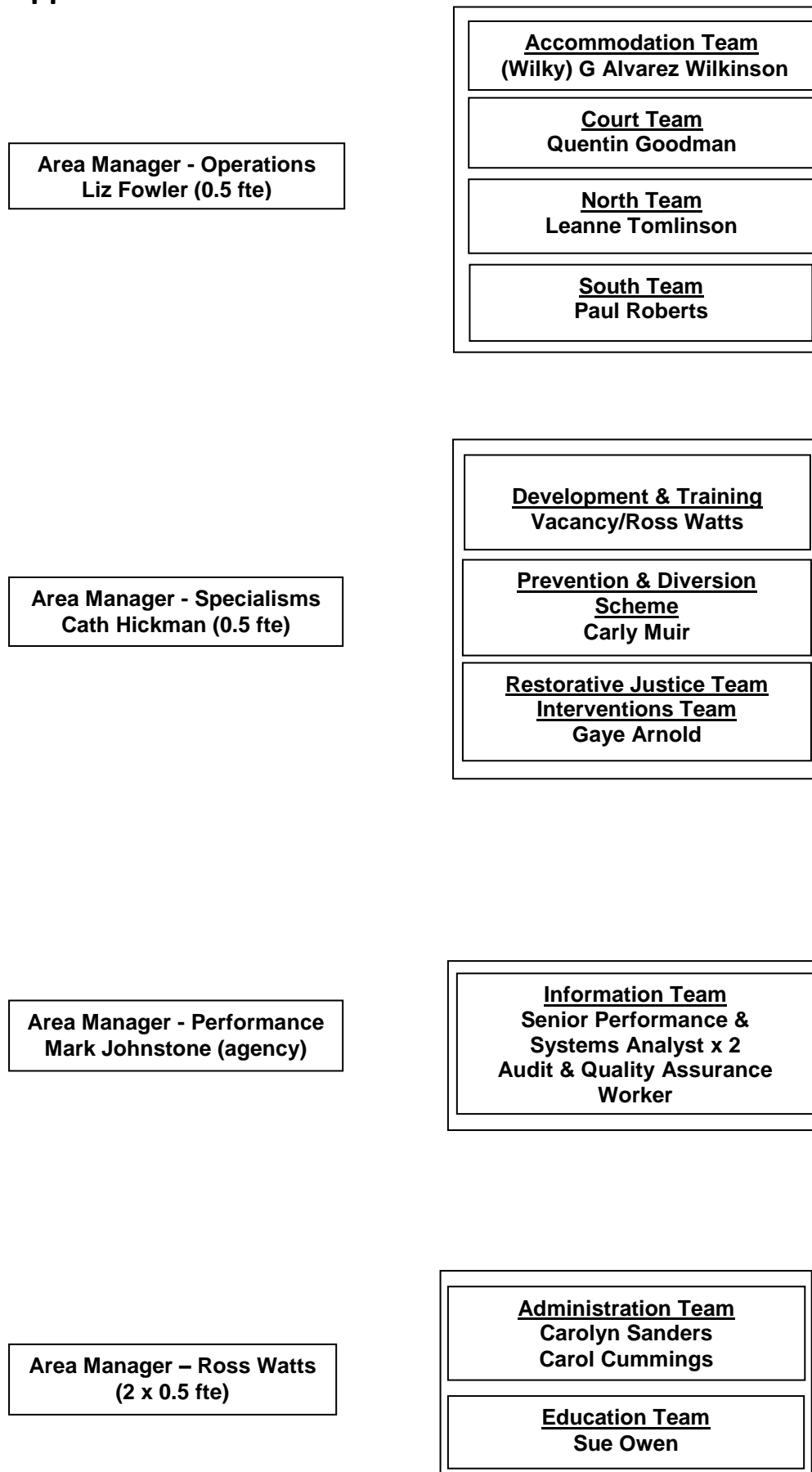
Summary of Actions 2019/20

Area	Action	Co-owner/ Sponsor, alongside YOS Head of Service
Disseminate good practice via the 'Northamptonshire model'.	Provide support to other YOSs and Courts to implement the Model	Kate North, Deputy Director, BeNCH
Actions in support of further development of problem solving approaches in Court	To be agreed	Kate North, Deputy Director, BeNCH
Reduce remands to Youth Detention Accommodation	Introduce multi-professional approach to designing and delivering Bail applications	Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services
Improve educational attainment of YOS clients.	Increase use of ASDAN and other accreditation across YOS client group	Fiona Baker, Lead Member, Children's Services
Improve educational attainment of YOS clients.	Provide gold-standard service to children in care and care leavers	Fiona Baker, Lead Member, Children's Services
Directly address disproportionality in local Youth Justice System	Implement Disproportionality Action Plan	Sally Hodges, Chair of YOS Management Board, DCS
Reduce serious youth violence	Knife crime initiative	Mick Stamper, Northants Police
Reduce serious youth violence	Early Intervention Youth Fund	Nicci Marzec, Director for Early Intervention, OPFCC
Increase alignment with Children's Services	Alignment with the proposed Integrated Adolescent Service	Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services
Reduce the criminalisation of children in care	Use of 10 point checklist, agreement and implementation of protocol	Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services

<p>Ensure that the voice of children in the youth justice system is heard, both individually and collectively</p>	<p>Ensure that that the experience of YOS Forum members directly shapes the service, and in particular their views about what would have prevented them from offending.</p>	<p>Gordon King, Deputy Director Mental Health, NHFT</p>
<p>Improve collaborative working to ensure a seamless and supportive transition from YOS to NPS/CRC for young adults</p>	<p>Review process and outcomes for those young people transitioned to NPS/CRC in 2018 & 2019. Use data from systems alongside interviews with clients and staff to make judgements on compliance with the national protocol and consider improvements.</p> <p>Work with NPS to support their stated aim of establishing a dedicated team working with young adults.</p>	<p>Denise Meylan, Head of Northants LDU, NPS</p>
<p>Ensure a stable and suitably skilled workforce</p>	<p>Implement actions from the local Skills Audit</p>	<p>Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services</p>
<p>Ensure a stable and suitably skilled workforce</p>	<p>Improve retention of staff, particularly those without vocational qualifications</p>	<p>Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services</p>
<p>Ensure a stable and suitably skilled workforce</p>	<p>Ensure actions arising from recent Investing In Volunteers award are implemented</p>	<p>Jean Imray, Assistant Director, Early Help, Safeguarding & Children's Services</p>

Appendix 1 – YOS Structure

Joint Head Youth of Offending Service – Liz Fowler & Cath Hickman



Children and young people, victims of offending, Courts, community

Appendix 2 - staffing charts

These are standardised charts required by the YJB showing the full time equivalent staff complement broken down by gender, ethnicity and disability.

B7: Staffing of the YOT by contract type


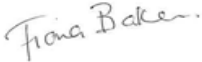





Type of Contract	Strategic Manager (PT)	Strategic Manager (FT)	Operational Manager (PT)	Operational Manager (FT)	Practitioners (PT)	Practitioners (FT)	Administration (PT)	Administration (FT)	Sessional	Students/trainees	Other Volunteer	Total
Permanent			1	9	8.1	27	2.4	6			0	53.5
Fixed-term						7					0	7
Outsourced											0	0
Temporary	1			1		3	0.2				0	5.2
Vacant				1		3		1			0	5
Secondee Children's Services											0	0
Secondee Probation					0.9						0	0.9
Secondee Police						4					0	4
Secondee Health (Substance misuse)											0	0
Secondee Health (Mental health)						4					0	4
Secondee Health (Physical health)											0	0
Secondee Health (Speech/language)											0	0
Other/Unspecified Secondee Health											0	0
Secondee Education											0	0
Secondee Connexions											0	0
Secondee Other											0	0
Total	1	0	1	11	9.0	48	2.6	7	0	0	0	79.6
Disabled (self-classified)	0.5	0	0.5	0	3.0	5	0.9	1	0	0	0	10.9

B8: Staffing of the YOT by gender and ethnicity

Ethnicity	Managers Strategic		Managers Operational		Practitioners		Administrative		Sessional		Student		Referral Order Panel Volunteer		Other Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Asian					1	2							0	2			1	4
Black					3	3	1	1					0	0			4	4
Mixed					0	3							0	0			0	3
White		2	6	6	1	3	5	1	2	6			7	4			30	59
Any other ethnic group													0	1			0	1
Not known																	0	0
Total	0	2	6	6	1	3	9	9	3	7	0	0	0	0	7	7	35	71
Welsh Speakers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 3 – Management Board Approval

This plan has been approved for submission to the Youth Justice Board and Northamptonshire County Council

Name	Position	Signature
Nick Adderley	Chief Constable, Northants Police	
Fiona Baker	Cabinet Member for Children, Families & Education	
Sally Hodges	Director of Children's Services, Chair of YOS Management Board	
Gordon King	Deputy Director of Mental Health, NHFT	
Nicci Marzec	Director for Early Intervention, OPFCC	
Denise Meylan	Head of Northants LDU, NPS	
Kate North	Deputy Director, BeNCH CRC	



CABINET

8 OCTOBER 2019

EXECUTIVE DIRECTOR OF COMMERCIAL AND PLACE: DOMINIC DONNINI

**CABINET MEMBER WITH RESPONSIBILITY FOR: HIGHWAYS AND PLACE:
COUNCILLOR JASON SMITHERS**

Subject:	England’s Economic Heartlands (EEH) – Outline Transport Strategy: <i>Framework for Engagement</i> and <i>Shaping the Future Together</i> – West Northamptonshire Strategic Plan Issues Consultation
Recommendations:	<p>That Cabinet:</p> <ol style="list-style-type: none"> 1. Welcomes the production of the Outline Transport Strategy for EEH and the West Northamptonshire Strategic Plan Issues Consultation 2. Agrees the proposals and themes outlined in Section 5 as a basis for responding to these consultations 3. Delegates authority to the Executive Director of Commercial and Place, in liaison with the Cabinet Member for Transport, Highways, Environment and Public Protection, to finalise and submit the responses to both consultations

1. Purpose of report

1.1 The purpose of this report is to seek approval for the broad content of Northamptonshire County Council’s (NCC) response to the Outline Transport Strategy, published by the England’s Economic Heartlands (EEH) transport forum, and the West Northamptonshire Strategic Plan Issues Consultation.

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.

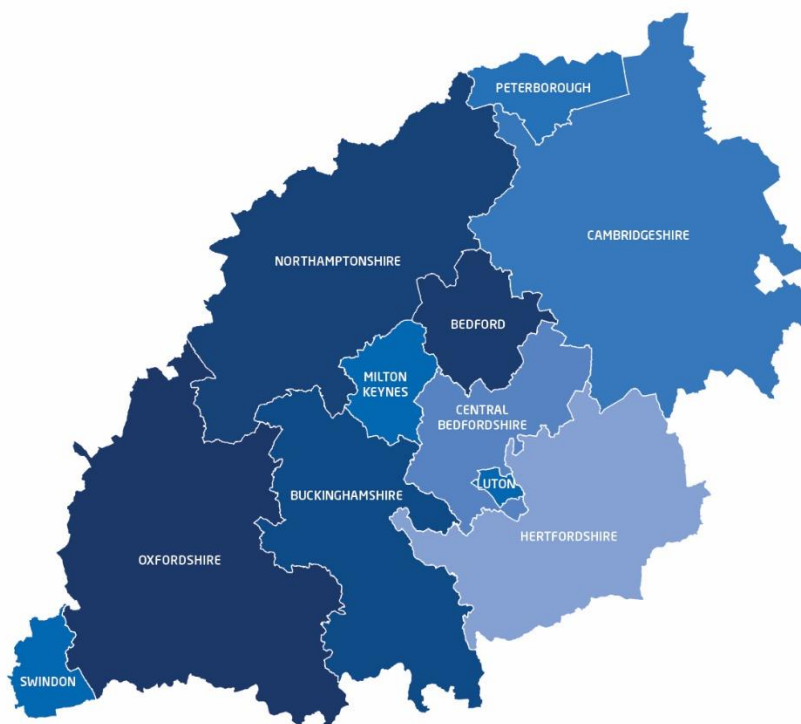
<p>This initiative helps the Council to deliver this vision through the following strategic priorities outlined in the Council Plan:</p>
<ul style="list-style-type: none"> • Working in partnership with other public sector organisations (such as the seven district and borough councils, the local NHS bodies, 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.

- 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. EEH Outline Transport Strategy

3.1 EEH is an alliance of local authorities, including NCC. The area covered by EEH is shown in Figure 1. Its focus is primarily transport, although it also has an interest in wider infrastructure and related issues. The intention is that EEH will become a statutory sub-national transport body (STB) as provided for in the Local Transport Act 2008 (as amended by the Cities and Local Government Devolution Act 2016). A key function of each STB is to prepare a transport strategy for its area. Government and local transport authorities (such as NCC and its successors) must take this strategy into account when preparing their own transport-related strategies, proposals and decisions. Through its representation on the EEH Transport Forum and active engagement in the officer working groups, NCC will be closely involved in work on the Transport Strategy.

Figure 1: Current EEH area



3.2 The publication of the Outline Transport Strategy in the July 2019 represents the start of formal engagement on a strategy for the EEH area. The document is not a strategy itself, instead it is a document designed to facilitate discussion about the approach the strategy should take and what it should contain. Comments have been invited on the document by 31st October 2019.

- 3.3 The outline strategy looks ahead to how the EEH transport system needs to develop over the next 30 years. It sets out the nature of the challenges and opportunities which are likely to be faced in shaping the transport system for the long term. This includes asking what needs to be done differently to improve connectivity in ways that enable individuals, communities and businesses realise their potential. The document asks for views on what needs to be done to encourage investment in new jobs and to support the delivery of planned growth. It also stresses that this must be done hand-in-hand with an improvement to quality of life, unlocking new opportunities for everyone, regardless of where they live, their background or circumstances. Significantly, it also states that this must be done in ways that result in 'net gain' for the environment.
- 3.4 The EEH commitment to the environment, and a 'net gain', is welcomed. It aligns with NCC's declaration of a climate emergency in Northamptonshire and its commitment, working with other partners to deliver the goal of making the county carbon neutral by 2030. The public health impacts of poor air quality include respiratory and cardio-vascular problems. Road transport is a contributor to this and the need to reduce emissions from this sector is therefore highly important, particularly on busy routes and congested areas. Other public health issues which the EEH strategy can positively influence are the need to help tackle obesity levels and diabetes through more active travel (walking and cycling), and reducing the number and severity of road traffic casualties.
- 3.5 Inevitably, this necessitates a shift from 'business as usual' and the adoption of ambitious proposals, some of which will be radical and transformational, so that economic growth can go hand-in-hand with environmental 'net gain' and improved public health. The outline strategy poses a series of questions (see Appendix A). These will be addressed in the response. Themes and proposals for inclusion in NCC's response to the outline strategy, and addressing these questions, are set out in Section 5.
- 3.6 EEH will use the views provided in response to the outline strategy, together with the output from the technical work which has been commissioned, to develop the draft Transport Strategy which will be the subject of a formal consultation in the first half of 2020.

4. West Northamptonshire Strategic Plan Issues Consultation

- 4.1 The Issues Consultation document has been prepared by the three local planning authorities in West Northamptonshire i.e. Daventry District, Northampton Borough and South Northamptonshire Councils with support from NCC. The purpose of the document is to inform the preparation of the West Northamptonshire Strategic Plan (WNSP) and a spatial vision for the future of the area extending up to 2050. When adopted, this will replace the current West Northamptonshire Joint Core Strategy (JCS) adopted in December 2014 which covers the period up to 2029.
- 4.2 Whilst West Northamptonshire is already covered by a joint plan, it is a legal requirement for all local plans to be reviewed at least every five years. Changes to national policy and changing local circumstances also necessitate a review of

some JCS policies. Some of the key factors include the introduction of a standard national method to determine local housing need and the Government's designation of the Oxford-Cambridge Arc (including the whole of Northamptonshire) as a key economic priority, affirmed by its ambition for up to one million high quality new homes across the Arc by 2050. Indeed the Government has recently published a paper setting out their ambition for the Arc together with a joint declaration agreed by local authorities and local enterprise partnerships across the area¹. Government wishes to maximise the economic potential of the Arc. In order to achieve this it will be necessary to accommodate a substantial increase in the delivery of new homes and increased investment in new infrastructure. The issues document shows housing requirement figures to 2041. These are based on a continuation of both existing levels of provision (which are higher than actual completion rates), as well as uplifted figures (based on +10% and +20%).

4.3 NCC has a particular interest and role ensuring that the implications of growth for the associated infrastructure is taken into account. This includes transport, highways, energy, environment and education. It also has a wider interest in other infrastructure provision reflecting its public health role and as the 'lead local body' for digital infrastructure through the Superfast Northamptonshire initiative. The review of the JCS and preparation of a new Strategic Plan provides an important, and statutory, mechanism for the area to respond to the opportunities and challenges presented by the Government's ambitions for the Arc area.

4.4 The issues document is the first stage in preparing the WNSP. It is designed to stimulate debate at an early stage. Comments are invited by 11th October 2019.

5. Proposals and themes

5.1 Northamptonshire suffers from an infrastructure deficit which is a result of its attractiveness for new housing development, sustained high levels of growth, under-investment in accompanying infrastructure, and its strategic location which is a significant travel generator. This deficit must be reflected and addressed through the EEH Transport Strategy and the new WNSP to maintain existing levels of growth and enable any increased rates of development.

5.2 Key proposals and themes for NCC's response to both the Outline Transport Strategy, including priorities for the first 10 years, and West Northamptonshire Issues Consultation are outlined below. Given NCC's role, these largely focus on transport. However, the proposals also embrace public health, digital infrastructure provision, energy, the environment and school place planning.

- Establishment of Northamptonshire as a centre committed to carbon neutral growth and with clear plans to deliver this and monitor progress, including a Low Emissions Programme committed to reducing air pollutants

¹ The declaration is available at <https://www.gov.uk/government/publications/the-oxford-cambridge-arc-government-ambition-and-joint-declaration-between-government-and-local-partners>

- Improved rail connectivity for Northamptonshire, taking advantage of the opening of East-West Rail and released capacity from the construction of HS2.
- Support for the proposal to investigate reopening the Northampton to Market Harborough line to provide a link between the West Coast Main Line and Midland Main Line for journeys from Northampton northwards to cities in the East Midlands.
- Upgrading the A14 to Smart Motorway standard
- Introduction of Smart Motorway-type technology on the A34/A43/A45 corridor²
- Improvements to the Strategic Road Network and Major Road Network to improve resilience and reliability and help facilitate new development, building on existing funding bids for the A509 Isham Bypass, A5 Towcester Relief Road and A43 Northampton–Kettering Improvement Phase 3 and the further schemes set out in the Major Road Schemes Review Cabinet Report in January 2016.³
- Targeted highway improvements to help tackle congestion, pollution and enable the towns to accommodate continued growth, attract investment and support regeneration
- Integrated high-quality public transport network, improving journey times and widening the scope of existing bus services, with a particular focus on investment to better connect larger urban areas and other significant trip generators such as the Silverstone Circuit and associated Technology Cluster and the Daventry International Rail Freight Terminal (DIRFT)
- Investigation of a new zero emission urban rapid transit link connecting Northampton Castle Station, the University of Northampton's Waterside Campus, the Enterprise Zone and Brackmills Industry, and linking to new major development areas and park-and-ride solutions
- Continued investment in new technology, applications and services to support the optimal use of the network, improve asset management, provide live information and reduce congestion via the Smart Northamptonshire initiative⁴, including ensuring that rural areas are also able to benefit from new technology and associated services
- Widespread deployment of charging points for ultra-low emission vehicles (ULEVs) both on-street and in public car parks, including a mandatory requirement in all new developments to include charging points
- Infrastructure to benefit active travel (walking and cycling), support improved public health and enable micro-mobility⁵ solutions, including a core (segregated) cycle network spanning the area, and connecting local networks such as the NORBITAL and Greenway networks, enabling both longer journeys and shorter trips

² outlined in Economic Vision: The Oxford-Cambridge Arc Home of the New Innovation Economy (April 2019)

<https://www.oxfordshirelep.com/sites/default/files/uploads/ITEM%2008%20Annex%20-%20Ox-Cam%20Arc%20Economic%20Vision%20Final%20Report.pdf>

³ Together with A422 Farthinghoe Bypass, added to the priority list in November 2016

⁴ featured as a case study in the SEMLEP Local Industrial Strategy (July 2019)

<https://www.semlep.com/industrial-strategy/>

⁵ very light vehicles including electric bikes, shared bikes, cargo bikes and e-scooters

- Continued commitment to greater full-fibre coverage through the Superfast Northamptonshire initiative and 5G connectivity is essential to help enrich lives, drive economic growth and support the deployment of technology on the transport network and autonomous vehicle developments. It is arguable that this is more important than physical transport infrastructure because of the opportunities, business models, applications, services it enables and their impact on our lifestyles and choices. To support this approach it is proposed that Northamptonshire should have an ambition of full-fibre and 5G coverage by 2029.
- A focus on urban development, intensification and regeneration, alongside protecting valuable urban greenspaces, and growth corridors, to optimise opportunities for viable public transport solutions and active travel in new development areas
- Provision for sufficient additional school places to accommodate new development including sites for new secondary and primary schools which are well located and support active travel (i.e. walking and cycling) to school
- Housing planned and designed to meet lifetime requirements and enable independent living
- Both the EEH Transport Strategy and WNSP need to have indicators, and associated monitoring and reporting arrangements, in place to track progress towards the complementary goals of carbon neutrality and net environmental gain.

5.3 Specifically for the West Northamptonshire Strategic Plan, support for:

- The Northampton 'fast-rail' agenda involving a minimum of two fast services per hour from Northampton to London and Birmingham.
- Construction of the Northampton Northern Orbital Route to complete the ring road around the north of the town.
- The A422 Farthinghoe Bypass

5.4 It will be essential to carry out further work as the West Northamptonshire Strategic Plan is developed to highlight the additional infrastructure requirements arising from the level and locations of growth proposed, particularly for investment in highways, transport and education provision. This work will include supporting business cases for the proposals outlined above.

6. Financial Implications

6.1 There are no financial implications arising directly from this report. Inclusion of infrastructure proposals in the two documents will form a basis upon which the NCC should be able to bid for Government funding or secure developer funding towards their implementation in the future.

7. Consultation and Scrutiny

7.1 Both documents will be subject to wide consultation. There will be a further opportunities to comment in 2020 following the publication of the draft Transport Strategy and a new draft Strategic Plan for West Northamptonshire.

8. Equality Screening

8.1 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)

9. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
Potential for disjointed strategies	Active involvement in shaping both strategies through member and officer engagement.	Green
Resources not available to undertake the required analysis and business case work on key infrastructure proposals	Engagement with EEH and Government. Liaison with borough and district councils to identify and secure the required resources. Case made to progress a Growth Deal, or similar arrangement, to ensure that the necessary resources are in place, both revenue and capital, to plan and deliver the required infrastructure	Amber

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

Risk	Risk Rating
Missed opportunity to shape the EEH Transport Strategy and West Northamptonshire Strategic Plan and influence their priorities	Amber
Growth goes ahead without the associated infrastructure and knowledge of impacts	Red
Potential that the interests of Northamptonshire could be marginalised in relation to the EEH Transport Strategy	Amber

10. List of Appendices

Author:	Name: Ian Achurch/Chris Wragg Team: Economy & Strategy
Contact details:	Tel: 01604 366057 Email: iachurch@northamptonshire.gov.uk cwragg@northamptonshire.gov.uk
Background Papers:	EEH Outline Transport Strategy: <i>Framework for Engagement July 2019</i>

	<i>Shaping the Future Together</i> West Northamptonshire Strategic Plan Issues Consultation August 2019
Does the report propose a key decision is taken?	NO
If yes, is the decision in the Forward Plan?	YES
Will further decisions be required? If so please outline the timetable here	YES – Draft EEH Transport Strategy and Draft West Northamptonshire Strategic Plan are to be published in 2020 for formal consultation
Does the report include delegated decisions? If so, please outline the timetable here	YES – delegated authority is requested to submit the responses to both documents
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 N/A
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: Jason Smithers
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? 	YES Name of officer: Gus De Silva

<ul style="list-style-type: none"> • 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? 	
Are there any community safety implications?	<p>YES</p> <p>The proposed preparation of a Transport Strategy and West Northamptonshire Strategic Plan should have positive implications for community safety</p>
Are there any environmental implications:	<p>YES</p> <p>It is proposed that the Transport Strategy will result in a 'net gain' for the environment.</p>
Are there any Health and Safety Implications:	<p>YES</p> <p>The proposed preparation of a Transport Strategy and West Northamptonshire Strategic Plan should have positive implications.</p>
Are there any Human Resources Implications:	NO
Are there any human rights implications:	NO
Constituency Interest:	Countywide

Appendix 1: EEH Outline Transport Strategy Questions

- 1. Does the draft vision ("connecting people and places with opportunities and services") provide sufficient focus for the Transport Strategy?*
- 2. Is the ambition to have a zero-carbon transport system by 2050 sufficiently challenging?*
- 3. Do the three key principles (enabling economic growth; accessibility and inclusion; quality of life and environment) provide an appropriate framework within which to develop the Transport Strategy?*
- 4. What are the key factors influencing people's choice of travel mode?*
- 5. What are the key barriers that need to be addressed if we are to achieve frictionless travel?*
- 6. What performance measures should be used to identify the levels of service users require of the transport system?*
- 7. Should the strategy include and define appropriate 'nudge principles' (small changes which can influence user behaviour) to encourage more people to use public transport in the Heartland area?*
- 9. What weight should be given to the potential of the rail network to accommodate a higher proportion of future travel demand?*
- 10. Have we identified the key strategic transport corridors?*
- 11. Are there specific issues that should be taken into consideration as part of the connectivity studies?*
- 12. To what extent should we look to the growth in digital services to change the nature and scale of future travel demand?*
- 13. What are the core connectivity requirements for businesses operating from the region?*
- 14. What are the key performance measures for the Transport System from a business perspective?*
- 15. What measures should the overarching Transport Strategy include in order to enable the potential that exists within the four Grand Challenges of the Industrial Strategy to be realised?*
- 16. To what extent is investment in digital infrastructure more significant and/or urgent than physical infrastructure?*
- 17. How will the way we access goods and services continue to change, and what are the key issues that need to be addressed in the Transport Strategy?*

18. What freight and logistics services are important for people and businesses? For example, accessing goods (via delivery or in person); a thriving high street; access to health, education and leisure facilities?

19. Just in time and last minute operations are affecting the way people and businesses access goods and services. How should this growing trend affect the way we plan transport now, and in the future?

20. Is the approach to investment the right one? If not, why not?

21. Is the approach to delivery the right one? If not, why not?



CABINET

8 OCTOBER 2019

**DEPUTY CHIEF EXECUTIVE AND DIRECTOR OF ADULT SOCIAL SERVICES,
PUBLIC HEALTH AND WELLBEING: ANNA EARNSHAW
CABINET MEMBER WITH RESPONSIBILITY FOR ADULT SOCIAL CARE AND
PUBLIC HEALTH:
COUNCILLOR IAN MORRIS**

Subject:	Target Operating Model with NASS
Recommendations:	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • Agree that delegated authority be given to the Executive Director for Adults Communities and Wellbeing in consultation with the Cabinet Member with responsibility for Adult Social Services to undertake a competitive procurement process to select a partner to support Adult Services in the design and implementation of a new operating model, pathways and process based on the analysis and diagnostic recently undertaken. • Agree that delegated authority be given to the Executive Director for Adults Communities and Wellbeing in consultation with the Cabinet Member with responsibility for Adult Social Services to negotiate the contract for the design and delivery of the new operating model subject to any fixed terms and conditions that may apply to any chosen framework selected. • Agree that delegated authority be given to the Executive Director for Adults Communities and Wellbeing in consultation with the Cabinet Member with responsibility for Adult Social Services to award a contract following this procurement process. It is intended to commence the new contractual arrangements with the selected provider with effect from December 2019.

1. Purpose of report

1.1 This report seeks approval to procure professional services to support the development and implementation of a significant programme of transformational change within Adult Social Services over the next 18 months. This will include changes in process, pathways, ways of working and culture change and will help embed best practice in order to maximise the benefits of the new Social Care System being implemented and the sustainability of the new Unitary Authorities going forward.

1.2 The objectives for the programme are to ensure that:

- Customers are supported to achieve their outcomes more effectively and where possible are helped to maintain their independence
- That staff are supported to make consistent decisions, spend more time with customers and less time on back office tasks and they are helped to offer the optimum solutions to meet customer needs effectively with a focus on independence
- That the care and support offered provides the best outcomes for client while delivery value for money and supporting long term financial sustainability that allows the service to support more customers in the face of rising demand.

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.

- | |
|--|
| <ul style="list-style-type: none"> • 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. |
|--|

3. Background

3.1 The Northamptonshire Adult Social Care Strategy 2019-2022 was approved by cabinet in May 2019 subject to consultation with key stakeholders.

3.2 The Strategy complies with best practice and is now in its first year and is focused on ensuring the service can manage the rising demand for social care services in Northamptonshire through a focus on preventing needs, reducing the level of need, delaying the point at which people require services or escalate into long term need and ensuring that assessed needs are met in the most efficient and effective way. This is in line with national best practice.

3.3 These objectives have to be viewed in the context of a period of significant change with national focus on greater health and social care integration, the planned implementation of a new social care case management system and the creation of two new Unitaries from April 2021.

3.4 The focus of integrated future health and social care will be to create increased community focused and joint working with community health partners, primary care and GPs and community and voluntary sector partners. But the immediate challenge will be to address the ongoing high demand from our acute hospitals

and the increasing number of referrals that result in long term care or high cost care support following a hospital stay.

- 3.5 The focus of the Unitary programme for Adults and Health will also need to address the future design and disaggregation of the service, its processes and pathways, how it will integrate with District and Borough and other partners and how we make the service sustainable for the future.
- 3.6 Given the increased demand for adult social care in Northamptonshire, the ageing population of the county and the financial challenges of both the council and the wider health and social care system there is a need to review the operating systems, processes and practice within adult social care to ensure that we are operating in the most effective way and supporting our staff to support those in need in the most effective way.
- 3.7 In order to appraise the current position and practice for adult social care and inform the development of a target operating model, the service commissioned an independent specialist consultancy to undertake a diagnostic analysis in partnership with the service and funded under the Business Rate Pilot Programme (BRP) with the agreement of the BRP Board.
- 3.8 The assessment comprised a significant data analysis, a large number of staff workshops looking at case audits, reviews and outcomes, meeting with third party providers, change readiness assessment, expenditure analysis, and benchmarking against other local authorities. This work was undertaken across both older adults and working age adults and has involved 150 cases and staff across all services.
- 3.9 The outputs produced a set of evidence-based opportunities for the service to consider, which were evaluated using the following process and considerations:
- their suitability and strategic fit;
 - The achievability and desire for change
 - Supporting local evidence;
 - Achievability and timing of financial benefits and profiles;
 - An appraisal of how change could be implemented and readiness for change;
 - Validation or re-validation of any assumptions for areas of improvement and opportunity
 - what a realistic target to aim for would be, led and validated by financial and operational practice leads;
 - Most importantly, an understanding of how the opportunities would best help the authority to promote people's independence and improve outcomes, and deliver the overall vision for adult social care.
- 3.10 It should be noted that the diagnostic analysis was undertaken in the context that:
- The County Council has had unprecedented financial challenges over the last 3 years but achieved a balanced budget at the end of the 18/19

financial year. However, there are still significant financial challenges for adults' and children's social care within the council.

- There is a clear vision for adult social care which is underpinned by the Northamptonshire Adult Social Care Strategy 2019-2022, with a set of activities already in progress to deliver the vision to ensure adult social care is safe and sustainable.
- Some elements of transformation have begun corporately, with a view to moving to the new vision and a new target operating model for adult social care starting from 20/21.
- A range of efficiencies and savings from some of these activities are already profiled and assumed to be delivered within the existing MTFP both in 19/20 and 20/21

3.11 The outputs and findings have been reviewed, validated and iterated, in order to provide the Council with an evidence-based, realistic view of the opportunities that could be pursued, which incorporate and extend NASS' MTFP programme over the next year.

3.12 The diagnostic identified an initial long-list of areas for further exploration. These were subject to further validation by the staff, an operational staff board and prioritised into a short-list for the service and the Council corporately to consider.

3.13 Based on this process and prioritisation the areas that are likely to be included as key work streams of the target operating model redesign are:

Work stream	Service Area	Description
Reablement	Older Adults	Review and improvements of productivity and effectiveness in reablement services
Consistent and enhanced decision making	Older Adults	Implementation of a new target operating model to enable best decision making to ensure the optimum pathway for customer independence
Ways of working across the establishment	All customer groups	Establishment of the target operating model which improves ways of working and job satisfaction and will place customer wishes at the heart of the decision making process.
Enablement	Physical Disability and Learning disability	Improving the independence of an identified cohort of customers in the community

Change to care setting	Working age adults	Move an identified cohort of people from residential care to supported living
Better Decision Making (Learning disability & Mental Health)	Working age adults	Improve the consistency of allocating support packages to mental health and learning disability customers, and enable more independent living where appropriate

4. Consultation and Scrutiny

- 4.1 There has been no need to consult on this decision as it impacts internal process, practice and future ways of working and will not impact policy, legal duties or current contracts. However, any changes as a result of this work that impact on customers will be specifically considered and subject to detailed reviews with service users, their families and carers and to ensure that the best possible outcomes are agreed and supported. Any changes to contracts as a result of this work shall be reviewed with the legal team where necessary in accordance with the Contract Procedure Rules.
- 4.2 Any changes to future processes and practice would also be subject to testing and planning with staff during the design phase to ensure that we achieve the best outcomes and the most effective processes for staff.
- 4.3 An EU compliant procurement process will be undertaken as required under the council's contract procedure rules.

5. Equality Screening

- 5.1 If there are any changes as a result of this work that impact on equality an EqIA will be completed if required.

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)	

6. Alternative Options Considered

6.1 Alternative options that were considered but discounted are set out below:-

6.2 Do nothing – due to the increasing demand and subsequent cost pressure on adult social care budgets there does need to be changes to the target operating model to ensure that adult social care has long term sustainability in the face of limited funding, resource and future demographics.

6.3 Make changes internally – there is no capacity and expertise in the service to manage and deliver wholesale significant business process re-engineering and cultural change from within the service and ensure that the interdependencies and opportunities between partners, new systems and future unitary plans are managed and planned effectively.

6.4 Delay making any changes – the continuing year on year pressure on the adult social care budgets, the implementation of a new social care system and the ongoing work in relation to integration opportunities with health and the move to unitary councils makes it the ideal time to design and implement a new target operating model.

7. Financial Implications

7.1 The programme of change will be based on a fixed fee and will be self-funding as it is proposed that the commercial approach to be sought for the design and implementation will require that fees are based on the savings realised in order for any future partner to be incentivised to help the service meet its objectives and the council meet its long term goals. Fees are expected to be between £4m-£7m with a 1:4 to 1:5 return on investment.

7.2 £15.9m of efficiencies have been set as a target over the period 2020/21 to 2023/24 as a result of changing the target operating model within NASS. However, this may be as much as £25.9m.

7.3 The £15.9m of savings have been profiled across the MTFP as follows:-

2020/2021	2021/2022	2022/2023	2023/2024
£3.5m	£5.72m	£5.26m	£1.43m

What benefits will the proposal deliver?	<p>The proposal will ensure:</p> <ul style="list-style-type: none"> • That staff feel supported to do the right thing • That staff are given better options to meet customer needs • The service follows best practice • That the service is sustainable financially in future • That the service and assessment processes are focused on client outcomes • That there is consistency of decision making • Improved used of resources • A positive environment for change – evidenced based view of what could do differently for better outcomes for staff and clients and being conscious of budgets
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8. Risk and Business Continuity Management

a) Risk(s) associated with the proposal

Risk	Mitigation	Residual Risk
That the process takes longer than anticipated adding costs	The tender process will be based on a fixed price fee for the work	Green
The change does not deliver the required benefits	Procurement and tender process monitored through a transformation governance programme	Amber

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

Risk	Risk Rating
There is considerable risk to the ongoing financial sustainability of adult social care within Northamptonshire	Red
Customer pathways will not maximise the best outcomes for customers	Amber

9. List of Appendices

Author:	Name: Katie Brown Team: NASS Central Management
Contact details:	Tel: 01604 361884 Email:Katie.brown@nass.uk.net
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	YES – tender process to be managed by December 2020
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: Mark Walker
Have any capital spend implications passed through Capital Programme governance procedures?	N/A
Has the report been cleared by the relevant Director?	YES Name of Director: Anna Earnshaw
Has the relevant Cabinet Member	YES

been consulted?	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 representative: Shyam Gadhia
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 Name of officer:
<p>Have the Procurement Implications below been referenced in the Paper:</p> <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? 	NO Name of officer (This should be Head of Procurement)
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:	NO