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Meeting: Executive
Date: Thursday 17th August, 2023
Time: 10.00 am
Venue: Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

To members of the Executive

Councillors Jason Smithers (Chair), Helen Howell (Vice-Chair), Matthew Binley, David Brackenbury, Lloyd Bunday, Scott Edwards, Helen Harrison, David Howes, Harriet Pentland and Mark Rowley

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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer Wednesday 9th August 2023</p>			

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ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Members of the Public who live or work in the North Northamptonshire council area may make statements in relation to reports on the public part of this agenda. A request to address the Executive must be received 2 clear working days prior to the meeting at democraticservices@northnorthants.gov.uk Each Member of the Public has a maximum of 3 minutes to address the committee.	5.00pm Monday 14 th August
Member Agenda Statements	Other Members may make statements at meetings in relation to reports on the agenda. A request to address the committee must be received 2 clear working days prior to the meeting. The Member has a maximum of 3 minutes to address the committee. A period of 30 minutes (Chair's Discretion) is allocated for Member Statements.	5.00pm Monday 14 th August

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Minutes of a meeting of the Executive

At 9.00 am on Wednesday 12th July, 2023 in the Council Chamber, Corby Cube, George Street, Corby, NN17 1QG

Present:-

Members

Councillor Jason Smithers (Leader of the Council) (Chair)	Councillor Helen Howell (Deputy Leader of the Council)
Councillor Matt Binley	Councillor Helen Harrison
Councillor David Brackenbury	Councillor David Howes
Councillor Lloyd Bunday	Councillor Harriet Pentland
Councillor Scott Edwards	

Also in attendance – Councillors Lyn Buckingham, Jim Hakewill, Peter McEwan and Mike Tebbutt

459 Apologies for absence

Apologies for absence were received on behalf of Cllr Mark Rowley. Apologies were also received from Adele Wylie, Executive Director of Customer and Governance, AnnMarie Dodds, Executive Director of Children's Services, Graeme Kane, Executive Director Place and Economy (Interim) and Susan Hamilton, Director of Public Health.

460 Minutes of the Meeting Held on 8th June 2023

RESOLVED that the Executive agreed the minutes of the meeting held on 8th June 2023 as a true and accurate record of the meeting.

461 Members' Declarations of Interest

No declarations were received.

462 Notifications of requests to address the meeting

The Chair, Councillor Jason Smithers reported that there were requests to address the meeting as set out below:

Agenda Item	Speakers
Item 5 – Performance Indicator Report – 2023/24	Cllr William Colquhoun
Item 6 - Home to School Transport	Cllrs Dorothy Maxwell, Jim Hakewill, Wendy Brackenbury and Lyn Buckingham
Item 7 – SACRE Annual Report	Cllrs Dorothy Maxwell, William Colquhoun and Lyn Buckingham
Item 8 – Northamptonshire Strategic Transport Model	Cllrs Dorothy Maxwell and Lyn Buckingham
Item 9 – North Northamptonshire Local Transport Plan Development Timetable	Cllr Dorothy Maxwell
Item 11 – Capital Programme Update	Cllrs William Colquhoun and Lyn Buckingham

Cllr William Colquhoun did not attend the meeting and consequently did not speak on Agenda Items 5, 7 and 11.

Cllr Dorothy Maxwell opted not to speak in relation to Agenda Item 8.

463 Performance Indicator Report 2023/24 (Period 2 - May 2023)

The Chair invited the Executive Member for Finance and Transformation, Cllr Lloyd Bunday to introduce a report that sought to provide an update on the performance of the Council across a range of services as measured by performance indicators (PIs), as well as setting out the progress that was being made in the development of the Council's performance monitoring arrangements.

Cllr Bunday reported that the Period 2 report indicated a similar picture for performance as the previous period, with 14 indicators on or exceeding their target, with two inside tolerance levels, 12 performing below target levels and one having insufficient data to allow reporting. Of the PIs reported for the period, 23 had shown improvement, with 12 deteriorating since the previous reporting period.

Of the PIs related to the Council's Corporate Plan, "Better, Brighter Futures" was performing well, with two-thirds of its indicators above target. "Modern Public Services had two indicators exceeding their targets, while "Safe and Thriving Places" showed a balanced picture.

It was reported that Revenue and Benefits collection rates for Council Tax and Business Rates were above monthly targets and were higher than for the same period in the previous financial year.

Cllr David Brackenbury spoke to reference performance indicators relating to the Planning Service. PI reference STP17 was being carefully monitored following a decrease in performance, however, the overall picture was positive for the service when viewed against national benchmarking.

RESOLVED

That the Executive:

- a) Noted the performance of the Council as measured by the available indicators at Period 2 (May) 2023/24, set out in the appendix to this report.

Reason for Recommendations – to better understand the Council’s performance as measured by Key Performance Indicators as at Period 2 (May) 2023/24.

Alternative Options Considered: Reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council’s existence, reporting alongside budget information

464 Home to School Transport - Policy Revisions for Statutory School Age Pupils 2024/25

The Chair invited Cllr Dorothy Maxwell to address the meeting. Cllr Maxwell made reference to the former county council not increasing school transport fares historically and stated that parents who chose to send children to a school of their choice should pay for transport if required. Cllr Maxwell noted that fares needed to be reviewed annually, and queried who picked up the overspend for the service.

Cllr Jim Hakewill was then invited to speak to the meeting. Cllr Hakewill stated that in his view the proposal before members opposed the discussions that had taken place at the recent Big 50 conference. Cllr Hakewill referenced a lack of financial data forming part of the report and requested additional scrutiny of the matter and a delay in implementation to 2025.

The Chair invited Cllr Wendy Brackenbury to speak. Cllr Brackenbury raised concerns regarding the removal of link schools, referencing a specific example impacting Thrapston. Cllr Brackenbury noted that parents may be forced to apply to schools they did not wish their children to attend simply to get transportation. Cllr Brackenbury also commented that the policy should be supportive and sustainable.

Cllr Lyn Buckingham then addressed Executive raising serious concerns regarding the report and the consultation process. Cllr Buckingham stated that certain children might not be able to afford to go to school as a result of the revised policy and that additional work needed to be undertaken before the policy was adopted. The impact of the cost-of-living crisis was mentioned, with a reference to additional impact on those living in rural areas. Cllr Buckingham concluded by noting that the recommendation to delegate authority to approve the final draft policy to the Executive Member of Highways, Travel and Assets in consultation with the Executive Director for Place and Economy was a concern.

The Chair thanked the speakers for their contributions and invited the Executive Member for Highways, Travel and Assets to introduce a report that sought to:

- Update the format and wording of the Home to School Transport Policy to make it easier to understand
- Retain the discretionary service provision for all age groups subject to the following changes:

a) The guaranteed discretionary seat for early applicants to be withdrawn from all new applications for transport for September 2024 onwards. In doing so, discretionary seats will only be available on a first-come-first-served basis if there is spare capacity on transport arranged for pupils eligible for free transport. Page 43

b) From September 2024, increase the fare contribution to £760/seat/year to reduce the subsidy provided by the Council, funded from general taxation. This will apply to existing passengers as well as new applicants.

- Review the fare annually in line with the Council's fees and charge's structure.
- Cease to provide free transport to linked schools unless it is the nearest suitable school with places. This would only affect new applications from September 2024 onwards
- Delegate authority for the approval of the final draft of the policy to the Executive Member of Highways, Travel and Assets in consultation with the Executive Director for Place and Economy

Cllr Binley responded to the comments made by speakers and noted that the policy was long overdue for review, having last been reviewed over a decade previously by the former county council.

The meeting heard that the Council was required to arrange free, suitable, home to school transport for children of the compulsory school age who were eligible to their nearest suitable qualifying school with availability in line with the Education Act 1996 and the Government's statutory "Home to School Travel and Transport Guidance 2014".

It was noted that should a school be fully subscribed and the next available one not the geographically closest, children would qualify for free transport under the legislation if they met the required criteria which were detailed to the meeting.

It was reported that any changes to the policy would not come into effect in the current year; changes would be published in September 2023 to take effect in September 2024, affording parents the opportunity to decide which schools they wanted their children to go.

An extensive public consultation had taken place, with the views of councillors, local MPs, town and parish councils and many other stakeholders sought.

The Executive heard that where someone of the statutory school age did not qualify for the criteria listed for free transport, the Council, under the existing policy, used its discretionary powers to provide free transport to linked schools, as they were treated the same as the nearest schools under the policy at present. The cost to parents to purchase a seat on contracted services was £600 per school year. The Council also currently offered a guarantee that it would commission sufficient additional seats to accommodate all those who applied for the discretionary service before a set deadline. Currently there were 295 students using the discretionary seat service which was running at a significant loss. The current cost to the Council for providing this discretionary service was £538,000, with only £265,000 being recovered through the £600 charge decided over a decade ago.

Changes to the policy as outlined above were therefore recommended.

The Place and Environment Scrutiny Committee had reviewed the policy proposals and recommended that the new format be adopted, that linked schools be ceased, that new discretionary applicants pay the full amount and those currently in the system pay a reduced rate of £760 and that the guaranteed seat option be removed.

Cllr Scott Edwards spoke to welcome the depth of consultation undertaken and supported the recommendations contained within the report.

Cllr David Brackenbury noted that should proposals to abolish linked schools from the policy be approved, it would have a considerable impact on the trajectory of future school admissions given capacity issues at certain schools. A new secondary school in Thrapston could help resolve such issues.

The Chair spoke in support of the concept of a secondary school for Thrapston given the size of the town and the unsustainable nature of transporting children from the town to neighbouring schools.

Cllr Helen Howell noted the need for the Council to ensure best value for everything it did across policies and procedures. Pressures faced by parents were understood, however the Council could not continue to subsidise parents choosing to go outside their catchment area.

Cllr Helen Howell noted that the decision would not come into effect until September 2024 and welcomed the proposals before members that offered greater clarity for parents.

RESOLVED

KEY DECISION

That the Executive:

- i) Updated the format and wording of the policy to make it easier to understand.
- ii) Retained the discretionary service provision for all age groups subject to the following changes:
 - a) The guaranteed discretionary seat for early applicants to be withdrawn from all *new* applications for transport for September 2024 onwards. In doing so, discretionary seats will only be available on a first-come-first-served basis if there is spare capacity on transport arranged for pupils eligible for free transport.
 - b) From September 2024, increase the fare contribution to £760/seat/year to reduce the subsidy provided by the Council, funded from general taxation. This will apply to existing passengers as well as new applicants.

- iii) Reviewed the fare annually in line with the Council's fees and charge's structure.
- iv) Ceased to provide free transport to linked schools unless it is the nearest suitable school with places. This would only affect *new* applications from September 2024 onwards.
- v) Delegated authority for the approval of the final draft of the policy to the Executive Member of Highways, Travel and Assets in consultation with the Executive Director for Place and Economy.

Reasons for Recommendations:

- The Home to School Transport Budget was overspent by £4m in 2022/23. Although the budget has been increased for 2023/24, there are still pressures on the budget due to a combination of factors including inflation, changes in employment legislation (minimum wage and living wage regulations) and the increase in demand. There is a need to take action to control spend.
- The current service is more than the statutory minimum required. The proposals and recommendations in this report focus on the few areas of the Council's discretionary powers where any financial savings may be obtained from change.
- The revisions to the Policy are part of a larger package of measures to control costs, including improved management data, and exploration of alternative ways to meet our statutory obligations.
- The demand for transport (both entitled and discretionary and including Post 16) is in some geographical areas bordering on commercial service levels and there is therefore potential to work with operators and other stakeholders to move responsibility for provision of this service to the commercial market rather than relying on the Council. This would also benefit other residents in the same areas by providing an increased public service for other users. This is in line with the aims of the Corporate Plan to develop sustainable transport and improve accessibility across the North Northamptonshire.
- The current service is subsidised by the Council, which is using funds provided from general taxation to benefit those families who are not eligible for free transport and who choose to use the Council's home to school transport service. These families are not legally entitled to this service and yet the Council is providing a significant subsidy for their use of it.
- Our current fare and provision of discretionary transport is undercutting the commercial market, which in turn may be inhibiting potential commercial growth.
- The current fare for discretionary transport has not been reviewed or increased for 10 years. In that period costs for travel provision have increased substantially. If the discretionary fare had been increased by 3% year for the last ten years, it would be approximately £800.
- Providing discretionary transport to pupils enables them to travel from home to school on shared transport rather than encouraging the use of cars and therefore where spare capacity exists, it is helpful to offer it for use.
- The Government currently has a capped fare scheme in place with fares capped at £2 per journey. This would equate to £760 for a home and return journey for the 190 days of school each year. An increase in fares to this level would therefore be bringing the fares back in line with current commercial fares,

and would be a reasonable compromise between the need to off-set costs and the consultation response.

Alternative Options Considered –

All options considered fall within the discretionary powers of the Council:

- Make no changes to the policy. This would ensure no disruption to pupils and their families but would not address the Council's financial position and continues with the significant subsidy towards the service, which is funded by general taxation.
- Reduce entitlement to free transport to those between 5 and 16 (statutory school age) only i.e., withdraw entitlement for those under 5 who are attending school in reception class. This change would result in minimal savings for a disproportionately negative impact on those not yet of statutory school age and may discourage parents from starting their child at school until they are 5 years old.
- Enforce the need to change schools for those changing address in year 11 (exam year) where a place is available at a nearer school rather than provide transport. This change is – expected to produce minimal savings and creates disruption to those in their exam year.
- Impose increased statutory walking distance in the term following a pupil's 8th birthday; this is expected to produce minimal savings for the Council.
- Retain linked schools only where link is created by the Local Authority Admissions Board. Remove link where it is created by other Admissions Board e.g., Academy, Foundation, etc. This would result in complex administration for the Council costing more in back-office resources or reducing the level of customer service provided to residents using the home to school service.

465 Standing Advisory Council for Religious Education (SACRE) Annual Report 2021/22

The Chair invited Cllr Dorothy Maxwell to address the Executive. Cllr Maxwell stated the importance of the teaching of Religious Education (RE) in schools but queried whether parents were aware of what was being taught.

Cllr Lyn Buckingham was then invited to address the meeting. Cllr Buckingham queried that lack of detail within the annual report of the Standing Advisory Council for Religious Education (SACRE) in terms of achievements and outcomes.

The Chair then invited Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills to introduce the annual report of SACRE for approval by the Executive.

Cllr Edwards noted that the report covered the period 2021/22, during which time SACRE had been without an advisor. Consequently, no data had been collected or monitored regarding the teaching of RE in schools. The committee had met three times during the year and had been available to respond to complaints or requests regarding the teaching of RE, although none had been received.

Cllr Helen Howell looked forward to the next iteration of the report and welcomed the move to appoint an advisor for SACRE.

RESOLVED

That the Executive Advisory Panel received and noted the SACRE annual report for 2021-2022

Reasons for Recommendation: To ensure that the following SACRE duties are met:

- To publish an annual report of its work;
- To advise the local authority on the provision of training for teachers in RE;
- To consider complaints about the provision and delivery of religious education and collective worship referred to it by the local authority.

Alternative Options Considered: SACRE has a legal duty to publish an annual report. This report ensures that it complies with that duty and therefore to not present it is not considered to be an alternative option. No alternative options are therefore proposed

466 Northamptonshire Strategic Transport Model

The Chair invited Cllr Lyn Buckingham to speak. Cllr Buckingham stated her involvement the last time the Strategic Transport Model had been developed and noted the significant undertaking in developing an updated model, with reference made to modal shift and how to implement that aspect. Cllr Buckingham also questioned the rationale of West Northamptonshire Council (WNC) being the lead authority in the development of the revised model.

The Chair commended Cllr Buckingham for attending before inviting the Executive Member for Housing, Communities and Levelling Up, Cllr Matt Binley to introduce a report that sought approval from the Executive to rebuild the Northamptonshire Strategic Transport Model in conjunction with WNC and agree its funding.

The model simulated vehicle movements, using a number of different data sources and was utilised in relation to development proposals, spatial strategies, transport policies and major highway schemes. Such models only had a limited life span, with the current version developed in 2008 and updated in 2015. Whilst this model had been pivotal in assessing development impacts on the road network, the underlying data and assumptions could be considered outdated based on government guidance. A rebuild had been approved by the former county council in 2020, but due to the Covid pandemic the work had not progressed. It was heard that a rebuilt model would support the development and implementation of the Local Plan and Local Transport Plan.

It was proposed to rebuild the model in conjunction with WNC, with WNC being the lead procuring authority. Details of the procurement process and key benefits to procuring the contract using a framework to include ongoing hosting, management, maintenance and operation of the model were highlighted.

The cost to rebuild the model would be split equally between the two councils, with a joint budget of £556,000. It was heard that joint working with WNC on the model would result in financial, time and resource savings which could not be realised should the Council complete the undertaking as a single entity.

The meeting heard that the Council would retain ownership of the new model that could also provide a charged service to third parties, external users and internal budgets where appropriate. The rebuilt model would include an emissions module, to allow for production of emissions outputs supporting air quality assessments and carbon impacts.

The model development, report and forecasts had a predicted completion date in late Autumn 2024.

Councillor David Brackenbury spoke to note the importance and scale of the work; the model being a key driver in place-shaping and development to be brought forward in future as well as providing an important evidence base.

Councillor Harriet Pentland noted the potential benefits of the model in work to reduce emissions and improve air quality.

RESOLVED

KEY DECISION

That the Executive

- a) Agreed to work in partnership with West Northamptonshire Council to update and rebuild the Northamptonshire Strategic Transport Model
- b) Agreed to West Northamptonshire Council being the lead procuring authority
- c) Agreed £78,000 of existing model fee income towards the development of the Northamptonshire Strategic Transport Model, alongside the £400k already set aside by both councils.
- d) Delegated authority to the Executive Member for Highways, Travel and Assets, in consultation with the Executive Director for Place & Economy, Executive Director for Finance and the Executive Member for Finance, to take any further decisions and/or actions required in connection with the procurement and award of the Northamptonshire Strategic Transport Model contract, without the need to return to the Executive
- e) Noted North Northamptonshire Council will retain ownership and ongoing management of its own independent version of the Northamptonshire Strategic Transport Model.

Reason for Recommendations – Unlike the other options considered, the joint revalidation of the NSTM produces financial, time and resource efficiencies whilst allowing each authority to retain future exclusive use of the model. There is a fair distribution of the costs and maintain individual approaches to the ongoing use of the Northamptonshire Strategic Transport Model.

Alternative Options Considered:

- For one council to validate the model completely at its cost whilst the other pays for access.
- For each council to construct separate models.
- Not update the Northamptonshire Strategic Transport Model

None of these options are recommended.

467 North Northamptonshire Local Transport Plan Development Timetable

The Chair invited Cllr Dorothy Maxwell to address the meeting. Cllr Maxwell spoke regarding transport systems within the county, specifically with reference to rural bus service and improvements that were needed.

The Chair thanked Cllr Maxwell for her attendance before inviting the Executive Member for Housing, Communities and Levelling Up, Cllr Matt Binley to introduce a report that sought to update the Executive on the timetable for the preparation of North Northamptonshire's Local Transport Plan and sought its adoption.

Cllr Binley reported that it was a requirement of the Transport Act 2000 for local authorities to publish a Local Transport Plan (LTP) regarding the maintenance and improvement of all aspects of local transport that must be implemented once adopted. As part of the process, the Council was required to consult with key stakeholders and local communities through consultation.

The current plan had been adopted by Northamptonshire County Council in 2012 and required updating to reflect the needs of the community, priorities and investment for the next five years. The Council would develop a plan in line with other strategic policies, such as the Corporate Plan and Local Development Framework, and also in conjunction with other policies such as the Greenway Strategy and local walking and cycling plans. The proposed timetable forecast a start in the summer of 2023, with completion of the six-stage process by Autumn 2024.

It was noted that new government guidance on the subject was currently being drafted, with an expected publication in Autumn 2023. It was anticipated that the new guidance would require certain government policies to be considered in the development of the plan, including the Decarbonising Transport Plan.

The LTP was listed within the Council's constitution, therefore the Executive would be responsible for agreeing the draft plan before the plan was put to Full Council for adoption.

The Sustainable Communities Executive Advisory Panel had considered the local transport plan programme and timetable at its meeting on 11th May and highlighted the importance of the plan having a strong relationship with the strategic plan.

It was heard that funding for the work would come from existing budgets along with £178,541 of local transport authority capacity grant funding provided by the Department for Transport.

Cllr Howell spoke in support of the report, noting the importance of all transport plans fitting neatly together, with particular reference to green modes of transport.

RESOLVED

KEY DECISION

That the Executive adopted the timetable for producing the North Northamptonshire's Local Transport Plan as set out in Section 5.9.

Reason for Recommendations – The timetable provides flexibility in allowing for the preparation of baseline information ahead of the anticipated revised DfT guidance. The timetable proposed a series of engagement opportunities to support community ownership of the plan and its preparation.

Alternative Options Considered:

- To undertake formal consultation only.
- To pause preparation of the LTP until the Department for Transport release guidance.

Neither of these options are recommended because this would delay the start, and continuation of, the preparation of the LTP.

468 Budget Forecast Update 2023/24 - Period 2

The Chair invited Cllr Lloyd Bunday, Executive Member for Finance and Transformation to introduce a report that set out the forecast outturn position for the Council based on the Period 2 monitoring forecasts for the General Fund and the Housing Revenue Account (HRA).

The meeting heard that the overall forecast for the General Fund, as at Period 2, was a forecast overspend of £7.12m based on the emerging data for 2023/24. The main budgetary pressure remained that of the Children's Trust where the forecast overspend was £20.578m. The cost to the Council of this overspend was £9.087m, with the meeting noting that this pressure would pose a significant financial risk to the Council should it not be mitigated. It was further noted that a key risk was the delivery of efficiency savings of £7.632m that formed part of the contract sum. At present, the Trust was forecasting that £6.653m of these savings were at risk of non-delivery, resulting in a residual financial risk of £5.539m which could increase the overall pressure from £20.578m to £26.117m.

Additionally, a further pressure of nearly £1million relating to Adult Social Care was reported as a result of inflationary pressures impacting the PPP Shaw contract.

Uncertainty also remained regarding the level of annual pay award for staff, as this had yet to be agreed for 2023/24.

The main savings to offset the pressures outlined above were from additional investment income of £4.36m that reflected the increase in the Bank of England's base rates on future investments based on an average cash balance of £176m at a weighted average rate of 4.02% for the full year.

In order to help safeguard the financial position of the Council, officers would continue to seek in year efficiencies to offset the forecast overspend. Whilst the Council operated a contingency budget and had reserves available to call on to help fund in-year pressures, it looked to achieve alternative mitigations in the first instance.

The Council's overall outturn forecast for the Housing Revenue Account was an overspend of £93,000. It was also reported that the Dedicated Schools Grant was currently forecast to be delivered on budget.

The Chair raised concerns regarding the predicted overspend in relation to the Children's Trust. The financial position as at Period 2 was considered to be wholly unacceptable, and engagement was required to ensure that identified efficiencies were able to be achieved as it was other service areas within the Council that would feel the negative impact of this overspend by the Trust.

Cllr Helen Harrison spoke to note that significant work was underway to identify mitigations for the overspend relating to Adult Social Care in order to ensure that this area came in on budget.

Cllr Scott Edwards spoke as Executive Member for Children, Families, Education and Skills to note that the Children's Trust was being held to account and work was taking place to ensure the overspend could be mitigated. The positivity of the position regarding the Dedicated Schools Grant was noted.

Cllr Matt Binley spoke to report that the overspend against the HRA was being worked on, and a business case to address the volume and duration of void social housing units was also being prepared.

Cllr David Brackenbury noted the small overspend relating to Growth and Regeneration, although the recent planning service restructure would reduce the reliance on agency staff and drive this figure down. An underspend in Regulatory Services was to be welcomed.

RESOLVED

That the Executive:

- a) Noted the Council's forecast outturn position for 2023/24 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 to Section 7 of the report.
- b) Noted the assessment of the current deliverability of the 2023/24 savings proposals in Appendix A.

- c) Approved the inclusion of £482k from the Climate Reserve to support the development and operation of climate change projects and initiatives as set out in paragraph 5.49 of the report.
- d) Approved an increase in the gross budget of £4.931m to provide support for families and individuals in specific financial hardship to be funded from the Household Support Fund 4 grant of £4.931m as reported to Executive in April. See paragraph 5.69 of the report.

Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 2 and consider the impact on this year and future years' budgets.

Alternative Options Considered: The report focuses on the forecast revenue outturn against budget for 2023/24 and makes recommendations for the Executive to note the current budgetary position as such there are no specific choices within the report.

469 Capital Programme Update

The Chair invited Cllr Lyn Buckingham to address the meeting. Cllr Buckingham spoke to reference the £73m underspend in relation to the capital programme and queried why the programme was so far behind. Cllr Buckingham also made reference to the invest to save programme, particularly in relation to the Children's Trust as well as referencing flood mitigation and how the Council was meeting its obligations in that regard.

The Chair then invited Cllr Lloyd Bunday, Executive Member for Finance and Transformation to introduce a report that requested approval for capital schemes that had come forward for inclusion in the Council's Capital Programme. Approval of the funding would allow the schemes to move forward to procurement and delivery.

Four schemes were highlighted as per the report and recommendation below. In addition, the Executive recommended to Council the approval of borrowing proposals relating to grounds maintenance equipment.

Cllr Bunday noted that a significant proportion of the underspend referred to by Cllr Buckingham was as a result of inherited capital budgets, with rephasing of capital projects being examined.

Cllr David Brackenbury spoke to welcome the additional funding for Kettering High Street Heritage Action Zone and thanked Cllr Buckingham for raising the issue of flooding responsibilities ahead of a meeting with Anglian Water and the Environment Agency.

RESOLVED

KEY DECISION

That the Executive:

- i) Approved the following changes into the capital programme:

- a. UK Shared Prosperity Fund - £190k in 2023/24 and £1,060k in 2024/25 which is to be funded from the Core UK Shared Prosperity Fund grant transferred from the development pool.
 - b. Kettering High Street Heritage Action Zone – increase in existing budget of £371.4k in 2023/24 which is to be funded from the following sources: £93.9k from external grants, £132.5k from S106 contributions and £145k of virements from schemes already approved within the capital programme as set out in the report.
 - c. Warren Bridge Flood Defence - £303k in 2023/24 which is to be funded from the following sources: £213k from external grants and £90k from resident contributions.
 - d. Environmental Services grounds maintenance equipment - £445k in 2023/24 (£400k brought forward from the development pool in 2024/25) which is to be funded from borrowing.
- ii) Recommended to Council to approve the borrowing proposals for:
- a. Environmental Services grounds maintenance equipment - £445k

Reasons for Recommendations: These are set out in greater detail within section 5 of the report, but can be summarised as:

- To meet corporate plan objectives, for instance in leading in improving the local environment

Alternative Options Considered:

Items 3.1 a-c above are grant funded/ from S106 contributions and the use of the funding is in line with the agreements, so there are no alternative options proposed. For item 3.1 d, external grants were explored but are not available for plant equipment. The option of leasing new equipment was considered, but not deemed to represent value for money and therefore borrowing is the most cost-effective funding source. The other alternative option would be to not approve this scheme. However, this would have an adverse impact on meeting service needs and the achievement of NNC's corporate objectives.

Chair

Date

The meeting closed at 10.39 am

Agenda Item 5



EXECUTIVE 17th August 2023

Report Title	Performance Indicator Report 2023/24 (Period 3 – June 2023)
Report Author	Tom Barden, Head of Performance, Intelligence and Partnerships Tom.Barden@northnorthants.gov.uk
Lead Member	Cllr Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Detailed Performance Indicator Report Period 3 2023/24 (June 2023)
Appendix B - Human Resources Workforce Data Period 3 2023/24 (June 2023)

1. Purpose of Report

- 1.1. To provide an update on the Council's performance across a range of indicators as measured by the Council's suite of Key Performance Indicators for period 3 (June) 2023-24.

2. Executive Summary

- 2.1. This report provides an assessment of the Council's performance in respect of the Key Performance Indicators for 2023/24 as at period 3.
- 2.2. A detailed assessment of the performance of services as measured by key performance indicators for period 3 has been included as **Appendix A**.
- 2.3. Human Resources workforce data for period 3 is provided within **Appendix B**.

3. Recommendations

- 3.1. It is recommended that the Executive note the performance of the Council as measured by the available indicators at Period 3 (June) 2023/24 as set out in the appendices to this report.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by Key Performance Indicators as at Period 3 (June) 2023/24.
- 3.3. Alternative Options Considered: Reporting performance data on a less frequent basis is an option but monthly reporting is considered useful at this stage of the Council's existence, reporting alongside budget information.

4. Report Background

- 4.1. A detailed assessment of the performance of services as measured by Key Performance Indicators for period 3 has been included as **Appendix A**. This includes comments / exception reports on each of the performance indicators reported.
- 4.2. 101 Key Performance Indicators are reported for this period, of which 52 are reported on a monthly basis and 49 on a quarterly basis.
- 4.3. The list of Key Performance Indicators, including the Human Resources workforce data, to be reported throughout this financial year (2023-24) was approved by the Executive Committee at their meeting on the 16th March and can be found in item 405 ([Performance Management and Reporting Arrangements 2023-24](#)).
- 4.4. Human Resources Workforce Data for period 3 has been provided as **Appendix B**. The format and presentation of this data will continue to develop and evolve over time to ensure it is meaningful for members to accurately inform strategic decision making moving forward.
- 4.5. Queries raised by Members on the content of this report will be responded to within 12 working days of the Executive meeting, as agreed with the Executive Member for Finance and Transformation.

5. Issues and Choices

- 5.1. It is important that the format and presentation of performance data meets the needs of its audience. Therefore, the Council will always welcome any feedback and/or suggestions on how the performance report could be further developed to help facilitate understanding and performance improvement.

- 5.2. It is envisaged that additional indicators will be added to the Key Performance Indicator set as time goes on. Any changes to indicators will be reported to the Executive and scrutiny committees.

6. Next Steps

- 6.1. To continue to develop and embed a strong performance management framework and culture at North Northamptonshire Council.
- 6.2. To continue to embed and review the suite of Key Performance Indicators so that the Council can more effectively measure how it is performing against its vision and key commitments outlined within its Corporate Plan.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. Performance monitoring allows the Council to drive continuous improvement for North Northamptonshire and identify areas of concern early. Services that submit data returns have many projects that are subject to the Council's Transformation Plan. Accurate and consistent corporate performance data may also assist the compilation of, and aid the success of, external funding bids.
- 7.1.2. This report should be read alongside the Budget Forecast 2023/24 monthly reports once available. By considering both reports together, a broader view of the Council's performance and the relationship between resource allocation and service delivery can be understood.

7.2. Legal and Governance

- 7.2.1. The Council is required to provide statutory monitoring and funding returns to central government departments and their agencies. The Council is currently on course to comply with these requirements. Note that the workload and deadlines for achieving these statutory and mandatory deadlines can prove challenging, particularly where returns are significantly increasing in complexity (this is currently the case for Adult Social Care and Education returns).
- 7.2.2. Monitoring performance is a key element of the Council's Governance Framework. The Council has made performance measurement and management a priority and views it as central to both Council transparency and to the Council's improvement agenda. The Council has adopted a written [Performance Management Framework](#) which describes its principles and processes for Performance Management.

7.3. Relevant Policies and Plans

7.3.1. Effective performance management directly contributes to the delivery of the key commitments set out within the Council's Corporate Plan.

7.4. Risk

7.4.1 There are a number of risks relating to performance information:

(a) Poor data quality – Inaccurate data will inevitably lead to less accurate decision making.

(b) Lack of data – Failing to measure key service activities can leave the Council without a clear view of its performance. This prevents the effective oversight of key services, including those affecting the safety and wellbeing of residents.

(c) Incorrect interpretations – Caution should be applied to the interpretation of performance data, particularly given the adjustments that have been made by services to adapt when there was a COVID pandemic. Misunderstanding the performance picture can lead to ineffective decision-making, reputational damage, and inaccurate resourcing.

7.5. Consultation

7.5.1. Formal consultation was carried out in the development of the Corporate Plan.

7.5.2. Informal consultation with relevant stakeholders, including Executive Members and Scrutiny Members (through the scrutiny committees) was completed for the Key Performance Indicators included in this report and for the development of the new suite of Key Performance Indicators for 2023/24.

7.5.3. Informal consultation with relevant stakeholders will continue to take place as we continue to develop the Council's Performance Management Framework.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report serves as information in respect of the Council's performance for Period 3 (June) 2022/23, therefore consideration by the Executive Advisory Panel was not necessary.

7.7. Consideration by Scrutiny

7.7.1. Performance reports will be considered by future meetings of the Corporate Scrutiny Committee, following reports to the Executive.

7.8. Equality Implications

7.8.1. Equality-related performance indicators are in development.

7.9. Climate and Environment Impact

7.9.1. The Council continues to develop its set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment.

7.9.2. For 2023-24, the Council is measuring and reporting on the following Green, Sustainable Environment key performance indicators:

Indicator Reference Number	Indicator Name	Frequency
GSE01	Number of E-Scooter trips	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE02	Number of E-Scooter users	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE03	Co2 savings from E-Scooters	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE04	Number of electric vehicle charging points publicly available	This was reported on once a year in 2022-23 and featured in the P7 (October) report. It is to be measured quarterly in 2023-24.
GSE05	Number of electric vehicles per charge point	This was reported on once a year in 2022-23 and featured in the P7 (October) report. It is to be measured quarterly in 2023-24.
GSE06	Fly tipping: number of fly tips reported	This is reported quarterly.
GSE07	Percentage of waste diverted from landfill	This is reported quarterly.
GSE08	Co2 saving from Delivery Robots	This is a new KPI for 2023-24 and is to be reported quarterly.

GSE09	Volume of pesticides used within NNC grounds services operations	This is a new KPI for 2023-24 and is to be reported quarterly.
GSE10	Habitat area improved for pollinators (hectares)	This is a new KPI for 2023-24 and is to be reported annual.

7.9.3. The Assets & Environment service area have developed a Carbon Management Plan which was considered and approved by Executive at their meeting on 22nd December 2022. The Tree Management and Care Policy and Pollinator Strategy was considered and approved by the Executive at an earlier meeting on 25th August 2022. These policies will consider the Council's commitment to achieving Net Zero by 2030 and provide appropriate performance indicators to measure progress to achieving this target. This will include indicators that measure the councils carbon emissions along with other environmental projects currently being developed.

7.10. **Community Impact**

7.10.1. Effective policy and decision-making, and scrutiny, guided by good quality, timely and relevant performance data can make a significant difference to the delivery of public services and therefore have an equally significant impact on the local communities.

7.11. **Crime and Disorder Impact**

7.11.1. No crime and disorder impacts have been identified.

8. **Background Papers**

8.1. [Performance Indicator Report Period 2 \(May\) 2023-24](#) reported to the meeting of the Executive on 12th July 2023.

8.2. [Performance Management and Reporting Arrangements 2023-24](#) reported to the meeting of the Executive on the 16th March 2023.

8.3. The Corporate Plan, reported to the meeting of the [Executive on 18th November 2021](#), adopted by Council on the 1st December 2021.

North Northamptonshire Council Performance Report - June 2023

Key to Performance Status Colours

Progress Status Key:
Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only
Children's Trust Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

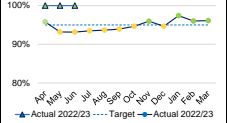
Direction of Travel Key	
An acceptable range = within 5% of the last period's performance	
↑G	Performance has improved from the last period – Higher is better
↓G	Performance has improved from the last period – Lower is better
↑	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Lower is better
→	Performance has stayed the same since the last period
↓	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Higher is better
↑R	Performance has deteriorated from the last period – Lower is better
↓R	Performance has deteriorated from the last period – Higher is better
↑	Actual increased - neither higher or lower is better
⇒	Actual has stayed the same since the last period - neither higher or lower is better
↓	Actual decreased - neither higher or lower is better
Children's Trust Direction of Travel Key	
↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

Performance Terminology key

TBC	To be confirmed
TBD	To be determined
n/a	Not applicable
Actual	The actual data (number/percentage) achieved during the reporting period
Benchmark	A comparator used to compare the Council's performance against. The 2020/21 average for Unitary Councils in England has been used where available unless otherwise stated.
Numerator	Number as part of the percentage calculation which shows how many of the parts indicated by the denominator are taken. See example below.
Denominator	The total number which the numerator is divided by in a percentage. See example below.
EXAMPLE Performance Indicator	% Calls answered
Numerator	Number of calls answered
Denominator	Total number of calls received

Place & Economy																
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Assets & Environment																
Modern Public Services	MPS24	Rate of return on investment portfolio (%)		No	n/a	5.54%	5.54%	5.55%	n/a reported Quarterly	n/a reported Quarterly	5.55%	↑G	Higher is better	5.41%	4.91% - 5.41%	The Commercial stock continues to perform well. Whilst the occupancy rate has slowed in the smaller retail units; the large industrial type units continue to be in demand.
Modern Public Services	MPS25	Total rental income from commercial estate (£)		No	n/a	£13,534,692 Per Annum (Quarter 4)	£13,534,692 Per Annum (Quarter 4)	£13,564,047.00	n/a reported Quarterly	n/a reported Quarterly	£13,564,047.00	↑G	Higher is better	£13,008,918	£12,358,472.1 - £13,008,918 (-5%)	The commercial stock continues to be in demand as a whole although some of the tenants in smaller units are experiencing financial economic pressures. We have a mix of portfolio class which reduces the Council's exposure to one sector. We have forecast increased rental income over the MTFP.
Greener, Sustainable Environment	GSE09	Volume of pesticides used within NNC grounds services operations	28L	No		New for 2023-24	New for 2023-24	28L	n/a reported Quarterly	n/a reported Quarterly	28L	N/A	Lower is better	250L (Annual) 62.5L (Quarterly)	25%	This is the raw chemical usage, 0.25L/10L dilution rate.
Growth & Regeneration																
Safe and thriving places	STP15	Percentage of major planning applications determined within 13 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	88% (Q4 2022/23 All English Authorities - LG Inform) 23 out of 26	88.46%	92.93%	92.31%	100%	80%	100%	↑G	Higher is better	90%	85% - 90%	Performance this month has returned to 100%. Numbers of major applications at this point in the year are relatively low and highly sensitive to individual case performance.
Safe and thriving places	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	84% (Q4 2022/23 All English Authorities - LG Inform) 113 out of 142	79.58%	83.04%	73.91%	80.00%	81.48%	65.00%	↓R	Higher is better	85%	80% - 85%	Performance against the target has fallen this month. This is due to an increase in the total number of applications being determined, with these additional cases being from the backlog. Reducing the backlog is vital, but can negatively impact performance against target. Planning officer capacity remains challenging but recruitment is ongoing.
Safe and thriving places	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)		Yes (we have set the target higher than statutory level)	89% (Q4 2022/23 All English Authorities - LG Inform) 193 out of 226	85.40%	85.67%	83.81%	87.06%	83.84%	80.85%	↓	Higher is better	88%	83% - 88%	Performance has dropped this month and is currently below target and national benchmark. This will be closely monitored by Planning Managers. Planning officer capacity remains challenging but recruitment is ongoing and we are competing with other Councils.
Safe and thriving places	STP19	Total number of planning applications received - ALL TYPES of applications		No	Not relevant to benchmark.	455	2183	490	n/a reported Quarterly	n/a reported Quarterly	490	↑	No polarity	Tracking	N/A	
Safe and thriving places	STP41	% applications determined which were subject to an extension of time	37.6%	No		New for 2023-24	New for 2023-24	37.6% (144 out of 383)	n/a reported Quarterly	n/a reported Quarterly	37.6% (144 out of 383)	N/A	No polarity	Tracking	N/A	
Safe and thriving places	STP23	Percentage of NNC County Matter (minerals and waste) planning decisions made within the required timescale		Yes	Mean for All English Authorities: 33% (Q1 17/18) 1 out of 1	100.00%	100.00%	100.00%	n/a reported Quarterly	n/a reported Quarterly	100.00%	→	Higher is better	95%	5%	No applications were due, or determined, in this period.

Place & Economy																
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP21	% of Full fibre coverage		No (Nationally measured, so able to benchmark)	52.2% Q1 2023-24 (England) - Think Broadband	65.9%	65.9%	69.3%	n/a reported Quarterly	n/a reported Quarterly	69.3%	↑G	Higher is better	40% of Premises countywide (Dec 2023) 80% of Premises countywide (Dec 2028)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Full Fibre coverage continues to steadily increase across Northamptonshire and coverage is performing well in comparison to the average for England (69.3% locally compared to 52.2%). In the last quarter coverage has increased from 65.9% to 69.3%. We remain on a good trajectory to achieve our 80% coverage target by 2028. Coverage in North Northants has reached 47.8% up from 43.3% last quarter. We expect to see this continue to rise as CityFibre build out in Kettering and Wellingborough as well as Openreach Fibre First plans, Virgin Media's network full fibre upgrades and Gigaclear coverage in the rural areas comes forward.
Safe and thriving places	STP22	% of gigabit coverage		No (Nationally measured, so able to benchmark)	77.1% Q1 2023-24 (England) - Think Broadband	86.2%	86.2%	88.3%	n/a reported Quarterly	n/a reported Quarterly	88.3%	↑G	Higher is better	75% of premises gigabit capable (Dec 2023) 90% of premises gigabit capable (Dec 2028)	Dec 2023: <5% Green 5%-10% Amber >10% Red	Gigabit capable network coverage continues to steadily increase across Northamptonshire and coverage is performing well in comparison to the average for England (88.3% locally compared to 77.1%). In the last quarter coverage has increased from 86.7% to 88.3%. Whilst we expect the growth in gigabit coverage to rise more slowly than the previous trajectory which saw huge gains in 2021 due to the upgrade of Virgin Media cable network, we expect to exceed the 90% coverage target well ahead of 2028. Coverage in North Northants is also performing well and has reached 85.3% up from 84.5% last quarter.
Greener, sustainable environment	GSE01	Number of E-Scooter trips		No	n/a	114,203	548,125	131,281	n/a reported Quarterly	n/a reported Quarterly	131,281	↑	Higher is better	Higher than corresponding point in previous year	10%	E-scooter trips increased from Q4 22-23 to Q1 23-24. Year-on-year trend shows increased popularity with 2023 figures higher than for June 2022. Year to date is cumulative position.
Greener, sustainable environment	GSE02	Number of E-Scooter users		No	n/a	11,872	57,955	14,785	n/a reported Quarterly	n/a reported Quarterly	14,785	↑	Higher is better	Higher than corresponding point in previous year	10%	E-scooter users increased from Q4 22-23 to Q1 23-24. Year-on-year trend shows increased popularity with 2023 user figures higher than for June 2022. Year to date is cumulative position.
Greener, sustainable environment	GSE03	Co2 saving from E-Scooters (tonnes)		No	n/a	20.7	96.2	23.4	n/a reported Quarterly	n/a reported Quarterly	23.4	↑	Higher is better	Higher than corresponding point in previous year	10%	CO2 savings increased from Q4 22-23 to Q1 23-24. Year-on-year trend shows an increase in CO2 savings with figures higher than for June 2022. Year to date is cumulative position.
Greener, sustainable environment	GSE04	Number of electric vehicles charging points publicly available	128 as at end of March	No	N/A	N/A Annual frequency	N/A Annual frequency	128 (Q4 2022-23)	n/a reported Quarterly	n/a reported Quarterly	128 (Q4 2022-23)	↑G	Higher is better	Increase in 10% by end of year. (2.5% by end of Q1)	2%	Source: DfT produced data (at end Q4 2022).
Greener, sustainable environment	GSE05	Number of electric vehicles per charge point per 100000 population (national ranking)	35.5 as at end of March	No (Nationally measured, so able to benchmark)	N/A	New / replaced for 2023-24	New / replaced for 2023-24	35.5 (measured at end Q4 2022-23)	n/a reported Quarterly	n/a reported Quarterly	35.5 (measured at end Q4 2022-23)	↑R	Lower is better	Tracking (aim to decrease in numbers; improve ranking)	N/A	Note: NNC ranked 178 out of 309 LA areas as at the end of 2022, up from 180/309 at end of 2021 for EV/CPs per 100,000 population. Source: DfT produced data (at end Q4 2022).
Greener, sustainable environment	GSE08	Co2 saving from Delivery Robots (kg)	1116 CO2 saved from delivery robots	No	N/A	New for 2023-24	New for 2023-24	1,116	n/a reported Quarterly	n/a reported Quarterly	1,116	N/A	Higher is better	Tracking	N/A	CO2 savings from Delivery Robots have decreased slightly compared to Q3 2022/23.
Highways	STP29	Number of Defects Outstanding on the network (at end of period), split by category		No - Contractural	n/a	N/A	N/A	4069	5406	4056	4069	↑	Lower is better	No target - tracking indicator only	N/A	The number of carriageway defects left at the end of the month has fallen slightly. This is to be expected in the summer.
Safe and thriving places	STP30	Number of Defects Repaired in the network in period, split by category		No - Contractural	n/a	3741	17376	4953	1317	1853	1783	↓	Higher is better	No target - tracking indicator only	N/A	The total number of P3 repairs is lower this month. This is to be expected in the summer.
Safe and thriving places	STP31	Percentage of defects responded to within the timeframes specified, split by category		No - Contractural	n/a	96.92% (1197 out of 1235)	95.41% (16579 out of 17377)	86.81% (3737 out of 4305)	76.77% (1011 out of 1317)	88.67% (1644 out of 1854)	95.41% (1082 out of 1134)	↑G	Higher is better	P1 and P2 97.5% P3 and P4 90%	No Tolerance	All targets have been met this month.
		P1 (Target response time within 24 hours)				100% (29 out of 29)	100% (30 out of 30)	100% (6 out of 6)	100% (4 out of 4)	100% (1 out of 1)	100% (1 out of 1)	→		97.5%		
		P2 (Target response time within 7 days)				99.1% (334 out of 337)	99.62% (1041 out of 1045)	99.09% (217 out of 219)	98.73% (78 out of 79)	98.51% (66 out of 67)	100% (73 out of 73)	↑G		97.5%		
		P3 (Target response time within 28 days)				91.55% (1441 out of 1574)	93.54% (8512 out of 9100)	86.72% (2293 out of 2644)	74.94% (646 out of 862)	90.71% (1016 out of 1120)	95.32% (631 out of 662)	↑G		90%		
		P4 (Target response time within 26 weeks)				96.39% (1736 out of 1801)	97.15% (6996 out of 7201)	85.03% (1221 out of 1436)	76.07% (283 out of 372)	84.23% (561 out of 666)	95.32% (377 out of 398)	↑G		90%		

Place & Economy																
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Regulatory Services																
Safe and thriving places	STP32	% of food establishments in the area broadly compliant with food hygiene law		No (Nationally measured, so able to benchmark)	n/a	96.11%	96.11%	97%	97%	97%	97%	➔	Higher is better	95%	90%-95%	The number of food businesses has decreased slightly while those that are compliant with the law have increased slightly. The number of compliant businesses has now returned to levels similar to those pre-covid.
						2944 out of 3063	2944 out of 3063	2971 out of 3069	2976 out of 3081	2978 out of 3071	2971 out of 3069					
Safe and thriving places	STP33	% of Local Land Charges searches processed within 10 working days		No reporting required but a Statutory duty	n/a	99.77%	89.71%	96.55%	95.75%	98.00%	96.00%	⬇	Higher is better	95%	85.5% - 95%	Performance in June exceeded the target performance for Local Land Charges with two of our four teams achieving 100%, one achieving 97% and the other achieving 88% therefore all within tolerance.
						425 out of 426	1639 out of 1827	364 out of 377	117 out of 122	110 out of 112	137 out of 143					
Safe and thriving places	STP35	% of Rogue trading activities tackled (rogue traders subject to a Trading Standards intervention)		No	Trading standards institute is the national body - look for benchmarks there	100%	100%	100%	100%	100%	100%	➔	Higher is better	100%	N/A	1x previous advice re. underage sale of cigarettes, 6 x previous advice re. underage sale of vapors, 1 x provision of service which left gas boiler in unsafe condition, 1 x transported a cow in unfit condition despite previous advice, 1 x bovine TB movement testing issues, 5 x work completed including roofing and gardening work when no contract provided with 1 instance of banking protocol invoked, 2 x selling logs when not certified, 1 x sale of unsafe vehicle, 1 x sale of misdescribed food.
						29 out of 29	127 out of 127	19	5	7	7					
Safe and thriving places	STP13	Number of Private Sector Disabled Facilities Grants (DFG) cases on waiting list		No	n/a	n/a	26	79	30	31	18	⬇G	Lower is better	TBC	N/A	The number of DFGs on the waiting list has remained largely the same for the months of April & May, as cases could only be allocated to 3 out of 4 of our in-house surveyors, together with our external architectural consultant. 2 of our in-house surveyors are still being trained but by the month of June, training needs, capacity and performance had improved so more cases could be allocated for survey.
Safe and thriving places	STP14	Number of Private Sector Disabled Facilities Grants completions		No	n/a	57	189	62	19	24	19	⬇R	Higher is better	168 (14 per month)	TBD	The number of DFG completions has remained at the same level for April and June with an increase of completions in May, and performance in all months remains above target. A level of delay in completing cases is expected due to training gaps, other factors such as contractors' availability, clients' co-operation, timescales with planning applications and type of adaptations in general.

Communities & Public Health

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Quarter 1 2023-24 (Year to Date 2023-24)	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Communities and Libraries													
Active, fulfilled lives	AFL09	Number of physical visits to libraries		No	n/a	136,758	493,668	110,147	↓	Higher is better	499,791 annual target Q1 target 21% (104,618) Q2 target 26% (128,492) Q3 target 26% (128,461) Q4 target 28% (138,220)	5%	Visits are slightly exceeding our target at 103% of target for quarter 1. We are confident that this position will remain on or over target.
Safe and thriving places	STP01	Number of new business started with support from the BIPC (Business and Intellectual Property Advice) Northamptonshire		No	n/a	4	28	2	↓R	Higher is better	25 annual target 6.25 Quarterly	4%	The BIPC is currently between the end of the DCMS (Department for Culture, Media & Sport) funded programme and the start of the UKSPF (UK Shared Prosperity Fund) funded programme so quarter 1 is low as expected. The new programme launches in quarter 2 and we should see high returns in quarter 3/4 to meet the target.
Active, fulfilled lives	AFL11	Net promoter score % - Leisure	51%	No	APSE PI 45 - Above 0 is good, above 20 is favourable and above 50 is excellent	n/a	69% (annual June)	51%	↓R	Higher is better	56	within 10% (>95%)	The target was increased from 45% to 56% for 23-24. Kettering Leisure Village was not included in this data gathering as the planned data collection coincided with the threat of closure. Some leisure sites did not perform as well as expected therefore the service is liaising with leisure operators to address.
Safe and thriving places	STP02	Number of satisfactory Anti-Social Behaviour resolutions by North Northamptonshire Council		No	n/a	75.00%	85.15%	90.00%	↑G	Higher is better	87%	5%	Staff sickness and annual leave has impacted on resources available to undertake these surveys. Also a combination of a lower number of actual complaints coming in with those received being complex and taken more time thus remaining open for longer. Please note this number is only for Corby cases at present as exploring ways to obtain information wider.
Safe and thriving places	STP03	Number of repeat incidents of reported domestic abuse incidents		No	n/a	193	747	124	↓G	Lower is better	190	5%	The Home Office have made significant changes to the way that behavioural crimes such as stalking, controlling and coercive behaviour, and harassment are recorded. They no longer need to be recorded separately, so if an individual victim was reporting several crimes only the most serious now need to be recorded. This would explain the drop in numbers.

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL03	Percentage of New Requests for Services (all ages) where Route of Access was Discharge from Hospital, that had a sequel of short term services to maximise independence (ST-MAX i.e. reablement)		No	2021/22 SALT Report: - England: 37%	34%	34%	38%	34%	38%	38%	➔	Higher is better	35%	5% points	Business Intelligence comments: There were 13 new requests for people aged 18-64 and 216 for people aged 65 and over. There is positive growth throughout Q1, with the rate higher than those reported throughout 2022/23 and above year end target.
Active, fulfilled lives	AFL04	Number of new safeguarding concerns received per month		Yes (Annually in the SAC (Safeguarding Adults Collection) return)	n/a - there are differences in what authorities record as a concern	940	3810	704 (Apr & May)	314	390	N/A Reporting one month in arrears	⬆	Lower is better	No target - tracking indicator only	N/A	Business Intelligence comments: There was a notable increase in the number of new concerns received compared to last period (+76). The figure is 43 concerns higher than the same period last financial year. This is the highest number of monthly concerns received over the last financial year and this financial year to date.
Active, fulfilled lives	AFL05	New safeguarding concerns determined to be enquiries (both s42 and other) (A s42 enquiry must take place if there is reason to believe that abuse or neglect is taking place)		Yes (Annually in the SAC (Safeguarding Adults Collection) return)	n/a	165	832	105 (Apr & May)	57	48	N/A Reporting one month in arrears	⬇	No polarity	No target - tracking indicator only	N/A	Business Intelligence comments: There was a notable decrease in the number of concerns determined to be enquiries (-9). The proportion seen (12%) is the lowest seen over the previous financial year and this financial year to date. Clarity in relation to Safeguarding referrals for deceased may be one of the reasons. The percentage does tend to fluctuate in this area. Plus decision making briefing when triaging SG concerns may have resulted in decrease
Active, fulfilled lives	AFL06	Total number of open Deprivation of liberty Safeguard (DoLS) cases		Yes (Annually)	n/a	1250	1250	1267	1251	1273	1267	⬇G	Lower is better	No target - tracking indicator only	N/A	Business Intelligence comments: The number of open DoLS cases decreased slightly this period (-6). This is 368 cases fewer than the average observed across the previous financial year. SM Comments: As stated above, there has been a slight decrease mainly due reduced staffing levels as another BSO left the team in June, 2023. This is a capacity issue in terms of having enough BSO to record/administrate the cases at every stage of the DoLS process. We are on a recruitment drive for more BSOs. The service carried out a data cleansing exercise since last year (June, 2022) and we are at a plateau stage now whereby we can no longer close any further historic cases.
Active, fulfilled lives	AFL07	Long-term support needs met by admission to residential and nursing care homes, per 100,000 population (older people 65 years +)		No	2021/22 SALT Report: - East Midlands: 562 - England: 539	667.18	667.18	170.7	56.39	109.73	170.7	(cumulative)	Lower is better	Year-end target: 564 Monthly target: 47	TBD - for now applied standard 5%	Business Intelligence comments: This is a cumulative measure which increases throughout the financial year; resetting each April. A year-end data review was carried out and found some potential issues with reported admissions. As a result, the actual admissions rate is likely to be lower. The Business Intelligence team will work with Adult Social Care colleagues to review the data recording process, make any necessary changes and/or suggest additional guidance for recording in order to accurately reflect actual admissions. 112 admissions have been recorded to date; 85 admissions following an assessment for new people, 23 as a result of change in setting following a review and 4 following reablement support. The average monthly growth in 2022/23 was 55 per 100k which is slightly lower than our current rate of 57.
Active, fulfilled lives	AFL08	Number of people who were prevented from requiring statutory care, or whose need was reduced (Delaying and reducing the need for care and support having received short term services to maximise independence (ST-MAX) services)		No	84.6% East Midlands Average, we are in the process of identifying more up to date benchmark data for this PL	76.50%	76.50%	71.40%	60.30%	69.70%	71.40%	⬆G	Higher is better	80%	5% points	Business Intelligence comments: The rate shows positive growth throughout Q1 but remains lower than expected compared to 2022/23 trends, which typically ranged between 74-77%. There is a higher proportion of people accessing reablement support as a result of hospital discharge when compared to the same period previous year (82% versus 77%), along with higher proportions of these requiring long term support following their reablement episode, contributing to lower than expected performance.

Adults & Housing																
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL12	Number of rough sleepers- single night snapshot		Yes (DLUHC monthly rough sleeping survey, and target agreed with our RSI adviser from DLUHC)	10 (All English Authorities Autumn 2022- LG Inform)	n/a	n/a	n/a	18	23	16	↓G	Lower is better	9	9 to 12	During the month of June, there has been a reduction in rough sleeper numbers (16 for the single night) which is due to the mobilisation of RSAP (Rough Sleeping Accommodation Programme) / NGU properties. During May there was a high number of transient rough sleepers who were not seen again which reflected the higher numbers last month. Based on the DLUHC framework NNC currently have 11 long-term rough sleepers, (this is measured by if the individual is seen 3 or more months of the last 12 months), most of these are complex cases which have refused offers of temporary accommodation. All rough sleepers do have a plan in place to try and help relieve their situation and support their complex needs, along with Adult Risk Managements (ARM) meetings being held, which allows the team to work collaboratively with other services. During the month of June, there have been 6 repeat rough sleepers (this is measured by a person rough sleeping again after no contact for 2 or more quarters (180 days)) and the team's work around prevention is helping to reduce this number.
Active, fulfilled lives	AFL13	Number of households whose homelessness was prevented		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	65	255	75	24	21	30	↑G	Higher is better	252 (21 per month)	18-21	Performance has been sustained above the target for the first quarter of 23/24 with a total of 75 preventions achieved which is higher when compared to the last quarter of 22/23 (65). Despite increasing difficulties to access affordable private rental properties for customers, the Housing Options Team managed to facilitate 16 homeless households into private rental sector accommodation which is just over half of the 30 cases in June and 9 homeless households were supported into social housing tenancies.
Active, fulfilled lives	AFL14	Number of households whose homelessness was relieved		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	103	314	86	22	34	30	↓	Higher is better	300 (25 per month)	22-25	Performance has remained above target in June and for the first quarter of 23/24 a total of 86 households homelessness was relieved in comparison to 62 for the same period in 22/23. Of the 30 cases the main outcomes facilitated by the Housing Options Team are social tenancies (12) and supported housing or hosted placements (12) with only one private rent being secured. This highlights accessing private rental sector at this stage of the homelessness process is more difficult to secure for households and highlights the need for earlier interventions.
Active, fulfilled lives	AFL15	Total number of homeless approaches		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	1617	4778	1468	413	516	539	↑	N/A	Tracking - monitoring levels of demand only	N/A	The number of homeless approaches in June has continued to increase reflecting the upward trend of homelessness due to the current housing climate and cost of living crisis. To help highlight the continued demand and trend for the service analysis has been completed to compare calendar year data. For 2022 there was an average of 351 cases per month compared to 514 cases for the first six months of 2023 which represents a 46% increase.
Active, fulfilled lives	AFL16	Number of households accepted as owed the main housing duty		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	73	294	108	n/a Quarterly reported	n/a Quarterly reported	108	↑	N/A	288 (72 per quarter)	TBD (currently using standard 5%)	This measure indicates the number of households that have been accepted by the Council as homeless due to being unintentionally homeless, eligible for assistance and have a priority need and for which the Council has been unable to achieve a positive housing solution during the prevention and relief stages of the process (AFL13 and AFL14). Increasing the number of positive preventions and relief cases achieved by the Housing Options Teams results in more households leaving the homelessness process before this stage however with the ever increasing demand on the service and the focus on supporting prevention and relief cases there is still 150 cases waiting on a decision in addition to the 38 achieved in June. This highlights the need for increased resources for this team which is currently being looked at via a restructure and utilising Homeless Prevention Grant funding from Government to increase capacity.
Active, fulfilled lives	AFL17	Total number of households living in temporary accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	n/a	n/a	n/a	244	250	237	↓G	Lower is better	245	No tolerance	As expected the number of households living in temporary accommodation remains high but despite the ongoing increase in demand on the service the team have managed to reduce the number of cases by 13 in June compared to the previous month. Work to review flow through temporary accommodation including barriers to move on and what action can be taken to mitigate these, is progressing and will include rolling out training to all staff in August. *This figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated using discretionary powers*
Active, fulfilled lives	AFL18	Number of households with family commitments living in bed and breakfast accommodation		Yes (DLUHC - quarterly H-CLIC returns, no target set)	n/a	n/a	n/a	n/a	2	7	6	↓G	Lower is better	5	No tolerance	While there are 6 households with family commitments living in B&B, the household with the longest stay was placed on 2 June so had been placed for 28 nights as at 30.06.2023 and has since moved on to more suitable temporary accommodation and therefore the Council despite increasing demand is still managing to ensure the six week rule set out within the HRA legislation is adhered to. The temporary accommodation team keep these cases under daily review to ensure households with family commitments spend as little time in B&B as possible. * Households with family commitments are a) a pregnant woman; (b) with whom a pregnant woman resides or might reasonably be expected to reside; or (c) with whom dependent children reside or might reasonably be expected to reside.
Active, fulfilled lives	AFL19	Number of rough sleepers rehoused into accommodation		Yes (DLUHC monthly rough sleeping survey, no target set)	n/a	22	107	23	n/a Quarterly reported	n/a Quarterly reported	23	↑G	Higher is better	84 per year (7 per month)	No tolerance	The Rough Sleeping Team continue to work hard to secure successful move on for rough sleepers within North Northants. Within the first quarter of 23/24 there has been 23 rough sleepers rehoused into accommodation and 13 of these were supported to find suitable accommodation directly from the streets along with a total of 10 move ons from discretionary rough sleeper accommodation (RSA). 74% of the rough sleepers secured supported accommodation reflecting the high need for this cohort to access this type of accommodation locally.

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Active, fulfilled lives	AFL24	Number of Temporary Accommodation placements out of NN area		Yes (DLUHC - quarterly H-CLIC returns, no target set)		New for 2023-24	New for 2023-24	n/a	2	1	1	→	Lower is better	0	No tolerance	The household that is living out of area in the neighbouring area of West Northamptonshire was placed there in November 2021 (prior to the temporary accommodation service review and while teams were working on a locality basis). They have recently had a S202 review decision in their favour and have since accepted an offer of temporary accommodation in North Northamptonshire. We are waiting for this to become available for occupation.
Safe and thriving places	STP38	Percentage of rent collected		No		92.54%	92.54%	96.37%	90.55%	91.65%	96.37%	↑G	Higher is better	97%	5%	This is a cumulative rent collected as a percentage of rent owed figure. June has seen a large increase in collection in both localities. In Kettering this is due to realignment of gross debit on the system.
Safe and thriving places	STP11	Number of (council housing) lettings completed in month		Yes (Annual LAHS return to DLUHC, no target set)	n/a	129	453	137	n/a Quarterly reported	n/a Quarterly reported	137	↑	No polarity	No target - tracking indicator only	N/A	There has been a big increase in the number of lets in June compared to the previous two months, from 38 in May to 63 in June. The weekly voids meeting is helping to manage the voids coming through and those that are moving through to the lettings stage.
Safe and thriving places	STP12	Number of (council house) dwellings vacant and ready to let at month end		Yes (Annual LAHS return to DLUHC, no target set)	n/a	n/a	n/a	21	3	12	6	↓G	Lower is better	10	10 to 15	At the end of June there were 6 properties Ready to Let. The weekly void meetings are helping to ensure that this number is kept to a minimum.
Safe and thriving places	STP38	Number of voids - Kettering Area		No	n/a	n/a	n/a	n/a	67	70	64	↓G	Lower is better	No target - tracking indicator only	N/A	This indicator provides a snapshot at the month end of the number of live HRA voids. At the end of June there was a reduction in the number of voids in the Kettering area. The overall NNC snapshot has been reducing each month. Note: The figures in the Kettering area for March 2023 to date have been updated to include HRA temps, therefore the figures now include all HRA voids.
		Number of voids - Corby Area		No	n/a	n/a	n/a	n/a	85	76	79	↑R	Lower is better	No target - tracking indicator only	N/A	

Adults & Housing																
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24 / Q1	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP37a	Average time taken to re-let NNC standard void properties		Yes (Annual LAHS return to DLUHC, no target set)		New KPI for 2023-24	New KPI for 2023-24	60.9 days	62.6 days	60.7 days	60.3 days	↑	Lower is better	56 days	56 to 60 days	For 2023/24 void properties will be reported by standard and major properties for NNC. The figure reported is the cumulative average turnaround time for those properties let in the month. This will help remove the impact a long term major void has when being empty for a long time and provide a more accurate reflection of void turnaround for standard properties. In June 23 there were 52 standard void properties let, this was a big increase on the number of standard void properties let in May (29). The total number of void days for these 52 properties was 3176. Whilst the team have adopted the new ways of reporting from 1st April, there is still a number of standard voids coming through for reletting that were not being processed in line with the new target times that have been adopted. It will therefore take a few months to get all of these legacy standard voids through to reletting.
Safe and thriving places	STP37b	Average time taken to re-let NNC major void properties		No		New KPI for 2023-24	New KPI for 2023-24	217 days	258 days	233 days	217 days	↓G	Lower is better	No target - tracking indicator only	N/A	In June 2023 there were 11 major void properties let. These 11 properties had a total number of void days of 2205. This brought the overall cumulative average void days down to 217 days for major voids.
Safe and thriving places	STP08	% of properties with a valid gas safety certificate		Yes (Regulator of Social Housing - TSM, no target set)	TBD	n/a	n/a	n/a	99.7%	99.7%	99.8%	↑G	Higher is better	100%	99.5% and above is green, 99% and above is amber	At the end of June 2023 there were 19 properties without a valid gas certificate. Of those 19, 4 have now been completed. 7 properties have had legal letters and court dates are being booked. 2 properties have a court date already booked for 04/07/2023. We are limited to the number of properties we can take to court each fortnight to obtain right of entry warrants, so this is impacting compliance.
Safe and thriving places	STP09	Total number of emergency repairs completed		Yes (Regulator of Social Housing - TSM, no target set)	n/a	3897	13765	1259	n/a Quarterly reported	n/a Quarterly reported	1259	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This indicator measures the number of Emergency Responsive Repairs only which have been completed during the month. The number of emergency responsive repairs completed in April (413), May (413) and June have remained fairly static, with a slight increase (of 20) to 433 for the month of June.
Safe and thriving places	STP10	Total number of non-emergency repairs completed		Yes (Regulator of Social Housing - TSM, no target set)	n/a	4274	16591	1442	n/a Quarterly reported	n/a Quarterly reported	1442	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	This indicator measures the number of Non-Emergency Responsive Repairs only which have been completed during the month. There was a decrease in the number of non-emergency responsive repairs completed in June, from 497 in May to 405 in June.
Safe and thriving places	STP04	Number of active households on Keyways (as at 1st month)		No	n/a	n/a	n/a	N/A	5146	5119	5263	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This provides a snapshot of the number of applicants active on the Council's housing Register (Keyways). Total housing applications active have increased and new applications remain high. Please note that as applications are made active, previously active applications have the status changed to pending, suspended, closed, and housed. This figure therefore is not how many applications are being assessed in total. Annual renewals are currently suspended due to staff resources. Once in place this will reduce the active total due to applicants non-contact and change of circumstances.
Safe and thriving places	STP05	Number of new Keyways applications received		No	n/a	2234	6675	1850	606	602	642	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	642 new applications in June 23 in comparison to 428 in June last year (50% increase) with an average for the year to date of 616 new applications. To help highlight the continued demand and trend for the service, analysis has been completed to compare calendar year data. For 2022 there was an average of 515 new applications per month compared to 651 new applications for the first six months of 2023 which represents a 32% increase.
Safe and thriving places	STP39	Number of repair jobs awaiting completion		No		New KPI for 2023-24	New KPI for 2023-24	N/A	1,210	1,453	1,188	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	This is a new measure to help monitor the current repairs jobs awaiting completion outside of the backlog jobs listed at the 1/3/23. A snapshot at the end of June shows there was a total of 1,188 repair jobs across Kettering and Corby that are awaiting completion. This is a reduction of 256 jobs awaiting completion compared with the snapshot at the end of May 23. The team will monitor closely from now on whether the responsive repairs team are staffed to be able to manage the level of new jobs received each month or not.
Safe and thriving places	STP40	Number of repair jobs awaiting completion which are outside of target timescale		No		New KPI for 2023-24	New KPI for 2023-24	N/A	554	670	762	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	This is also a new measure to help monitor the current repairs jobs that are outside of target times. Again the lag between shifting backlog work off of the regular responsive repairs teams and onto the newly created backlog team is seen as the main reason why there are already a number of jobs post 1st March 2023 that are out of target time. The team will monitor closely from now on whether the responsive repairs team are staffed to be able to manage the level of new jobs received each month or not.

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Children's Trust (This data is for the whole of Northamptonshire)																
Better, brighter futures	BBF05 (KPI 2)	% of referrals with a previous referral within 12 months		Yes (also contractual) - target is contractual but not statutory	22.7% (All English Authorities 2021 - LAIT)	30% (2,152)	29% (8,922)	26% (2,467)	28% (703)	23% (924)	25% (840)	↓ A	Lower is better	29%	25% - 40%	Re-referrals have declined this month but remain better than target. It remains an area of ongoing focus with audit and review for learning. The dedicated education roles in MASH are working positively with schools to ensure appropriate referrals and compliments from schools about their roles are increasing. Work with all partners continues to ensure appropriate and robust application of thresholds. Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early Help MASH) being placed in the MASH pods and a leaner step down process. It is anticipated that the strengthened model in MASH and developments in CFSS/Early Help will continue to support appropriate reduction going forward in addition to the external mash review. The high number of cases stepping down is presenting challenges in regards to capacity in Family Support/Early help partnership. COVID: and cost of living crisis has an impact on volume and quality of re-referrals
Better, brighter futures	BBF06 (KPI 3)	% of single assessments authorised within 45 working days		Yes (also contractual) - target is contractual but not statutory	88% We are in the process of identifying more up to date benchmark data for this PL	93% (2,288)	94% (9,704)	95% (2,792)	94% (774)	93% (928)	92% (1090)	↓ A	Higher is better	85%	85% - 95%	Assessment timescales remain consistently above target and national average, remaining the same at 92.7% this month. All managers monitor this very closely via daily reports. A narrative is provided for cases that go beyond 45 days and this remains a very small minority. Whilst staffing has presented challenges due to vacancies and staff performance issues in DAAT, there is now a positive move towards more appropriate staffing levels being achieved and sustained. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoS in our interventions.
Better, brighter futures	BBF07 (KPI 8)	% Children in care with three or more placements in the previous 12 months		Yes (also contractual) - target is contractual but not statutory	10% (All English Authorities 2021/22 - LG Inform)	11.0% (1,231)	11.0% (1,231)	11.1% (1,191)	10.5% (1,212)	10.6% (1,205)	11.1% (1,191)	↓ A	Lower is better	10%	5% - 15%	Performance has declined to 11.1% this month. Consideration of various options to improve sufficiency is continuing, including exploration of capital investment, additional in house resources, as well as improved engagement with the market. Planning permission granted for two new emergency homes and valuing care project has commenced. Through improved edge of care arrangements, the close oversight on admissions to care, and the developments within placement sufficiency, we are confident we can reduce the need for child to move home as frequently. Positively, Children's Home Capital Programme application with the DIE has been successful, and that should also support progress in this area. COVID: Placement sufficiency remains a challenge, sustained performance in this work should also have a positive impact on KPI 7
Better, brighter futures	BBF08 (KPI 9)	% of young people now aged 17-21 and in employment, education or training who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	53% (All English Authorities 2020/21 - LG Inform)	63% (694)	63% (694)	62.7% (684)	64% (687)	63% (686)	62.7% (684)	↓ A	Higher is better	55%	50% - 60%	This month has seen performance decrease slightly to 62.7%, still comparing favourably with 58% across England. Focus in this area continues to be driven through arrangements with local colleges, the virtual school and the senior personal advisor (Education and Employment) with further review of contracted arrangements (Prospects) to be undertaken to ensure we have the best approach support for young people. Work with councils to ensure EET opportunities and support is in place for our care leavers. COVID: has had a significant impact on the mental health and wellbeing of care leavers, targeted work support care leavers to access EET
Better, brighter futures	BBF09 (KPI 10)	% of young people now aged 17-21 and living in suitable accommodation who were looked after when aged 16		Yes (also contractual) - target is contractual but not statutory	89% (All English Authorities 2020/21 - LG Inform)	95% (694)	95% (684)	95.5% (684)	95% (687)	97% (686)	95.5% (684)	↓ A	Higher is better	90%	85% - 95%	Performance for this month decreased to 95.5%, still above the target of 90%. We know that we have some young people in unsuitable accommodation, including a number of young people sentenced to custody, and some who have no accommodation at all. We work hard to address this, tenaciously seeking to engage with young people who may see our attempts at support as interference. The care leavers housing protocol is in place and work is being progressed under the governance of a strategic group; this includes a review of the housing panels and engagement with the housing associations. Helpful discussions with colleagues in the Councils is placing the housing sufficiency needs of care leavers as central to their housing strategies. The Accommodation Transitions Panel is now in operation and ensures all young people have a comprehensive, accommodation-focused, shared, and timely transition plan.
Better, brighter futures	BBF10 (KPI 19)	% of children in care who were placed for adoption within 12 months of an agency decision that they should be adopted		Yes (also contractual) - target is contractual but not statutory	n/a	78% (9)	87% (30)	86% (7)	n/a Quarterly reported	n/a Quarterly reported	86% (7)	↑ G	Higher is better	72%	57% - 77%	Strengthened family finding and matching processes have been implemented which alongside improved permanency tracking arrangements have supported timely decision making process and ability to progress adoption placements. The use of foster to adopt placements have also positively influenced this performance indicator. COVID: it has taken longer for courts to hold final hearings which could have a longer term impact on this target
Better, brighter futures	BBF27 (KPI 5)	% of initial child protection conferences held within 15 days of a strategy discussion being initiated		Yes (also contractual) - target is contractual but not statutory		New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	36% (343)	13% (134)	47% (104)	56% (105)	↑ G	Higher is better	81%	66% - 86%	Performance improved this month, but is below where we need it to be. High volumes of ICPC demand continues (June - 105; 89% conversion to CP Plans - positive). Late convening requests remains main issue. Late requests are spread between Safeguarding and DAAT teams. DAAT business support gaps continue to present challenges Latest data evidences continuing improving trajectory, but not to levels required. High volumes of RCPC's in July following spike of ICPCs in April, plus late convening requests compound performance pressures, as new CPC's need to be convened in already busy diaries. Average days from strategy mtg to ICPC remained at 18 days in June (positive). ICPC's are tracked and referring managers are challenged to identify causes of delay and ensure individual, team or whole-service learning is addressed. Staff changes continue to impact on performance as new staff become familiar with local procedures / systems. DAAT managers support SW's with additional training on process, recording and requesting strategy discussions and convening conferences. CP Chair duty system can assist referring managers with threshold decision-making and this is promoted to all teams.
Better, brighter futures	BBF28	Number of children with a Child Protection Plan		Yes		New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	714	680	687	714	↑	No polarity	TBD		The number of children subject to plans increased to 714 children in June 2023, 27 children more than the previous month. So far in the academic year 2022-23, an average of 677 children have been subject to plans. June 2023 marks the highest performance since April 2021. There are 101 more children subject to plans now than one year ago and 54 more children than two years ago. The cohort has increased by a net 38 children since September 2022. [Intelligent Client Function commentary]
Better, brighter futures	BBF29	Number of children in care		Yes		New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	1,191	1,212	1,205	1,191	↓	No polarity	TBD		The number of children in care decreased to 1,191 at the end of June 2023, 14 children less than the previous month. An average of 1,221 children have been reported to be in care in the last 12 months. Since the all-time peak of 1,241 children in care in November 2022, the size of the cohort has decreased by 50 children. Prior to July 2022, the cohort had never exceeded 1,200. The number of children in care ranged from 1,206 to 1,241 between July 2022-May 2023. June marks the first occasion in eleven months where less than 1,200 children were reported to be in care. So far in 2023-24, an average of 1,203 children have been reported to be in care. [Intelligent Client Function commentary]

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 22-23	Year to Date 2022-23	Year to Date 2023-24 (Quarter 1)	April 2023/24	May 2023/24	June 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Better, brighter futures	BBF18b	% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)		Yes (part of SEN 2 return)	57.9% All English Authorities 2021 - LAIT	74.0%	51.8%	65.3%	69.6%	45.7%	81.0%	↑G	Higher is better	Target under review	n/a	81.0% of EHC plans (including exceptions) were issued within 20 weeks in June 2023, the best performance of the measure's history. Performance this month also shows an improvement from last month's low of 45.7% EHC plans issued within 20 weeks. Before this month, the highest performance was recorded between February-March 2022, with 75.6% and 76.8% of EHC plans issued on time respectively. The last six months (January-June) registered an average of 69.0% of plans issued on time per month, compared with an average of 50.1% of plans issued on time during the same period of last year. The overall performance for this measure compares favourably with one year ago. 56.7% of EHC plans were issued on time in the last 12 months whereas 32.9% of EHC plans were issued on time during the corresponding months of last year. (Intelligent Client Function commentary) Year to date is the academic year to date (Sept to July) Benchmark data is available from DfE, either via the Local Authority Interactive Tool or via other official DfE releases
			108 out of 146			369 out of 712	94 out of 144	39 out of 56	21 out of 46	34 out of 42						
Better, brighter futures	BBF22	Number of children without a school place		No	TBC	76	n/a Not reported until Nov 22 - Monthly thereafter	274	100	140	274	↑R	Lower is better	Target under review	n/a	There were 274 children without a school place at the end of June, almost double the volume reported in May which is the only other month for which figures are available. The increase was almost entirely attributable to School Admissions, which registered an increase from 6 children in May to 126 children in June. However, the EP and SEN Support & EHC services also reported increases by 9 children and 5 children respectively. The number of children without a place in a mainstream school increased from 120 children in May to 140 children in June. By comparison, there were 154 children without place in a mainstream school this time last year. (Intelligent Client Function commentary)
Better, brighter futures	BBF32	Current number of home educated children		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.	New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	855	855	876	855	↓					
Better, brighter futures	BBF33	Number of children currently missing from education (Year 1-11)		Not yet statutory but reported as part of "Elective Home Education/ Children missing in education" data return to DfE.	New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	103	142	123	103		↓G	Lower is better	N/A - Tracking	n/a	At the end of June there were 103 children missing from education, the least in the 29 months for which figures are available. The missing children population is significantly smaller now it was at this point in the academic years 2020-21 and 2021-22: On this month two years ago there were 43 more children missing from education and on this month last year there were 30 more missing children. For the first time since August 2022, there are no children missing for more than two years. Only 2 children have been missing for one year or more, the least recorded thus far. 82.5% of children missing from education have been missing for three months or less. There are now 59.5% fewer children missing from education than there were at the end of September last year. (Intelligent Client Function commentary)
Better, brighter futures	BBF36	% Education Health Care Plan Annual Reviews completed within 4 weeks of meeting		Statutory Duty but not reported	New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	80.2%	77.0%	82.1%	N/A reported one month in arrears	↑G					
Better, brighter futures	BBF30	Percentage of Early Years PVI Settings (non-domestic) judged as Good or Outstanding by Ofsted/ISI	99% Early Years Settings (non-domestic) good or outstanding	No	New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	99.0%	n/a reported Quarterly	n/a reported Quarterly	99.0%		N/A	Higher is better	N/A - Tracking	n/a	99.0% of Early Years PVI settings excluding domestic have been rated as Good or Outstanding by OFSTED for the last four months. This is a slightly inferior decline in position compared with since the preceding period of December 2022-February 2023, which saw 100% of settings excluding domestic rated as Good or Outstanding. In May 2022, 70.8% of settings excluding domestic were rated as Good or Outstanding. The subsequent seven months produced a period of instability, with performance usually under 95%. So far in the academic year 2022-23, an average of 97.0% (since December 2022 at least 99% of Early Years PVI settings excluding domestic have been rated as Good or Outstanding by OFSTED.
Better, brighter futures	BBF31	Percentage of Early Years PVI Settings (Childminders) judged as Good or Outstanding by Ofsted	100% Early Years Settings (Childminders) good or outstanding	No	New as corporate KPI for 2023-24	New as corporate KPI for 2023-24	100.0%	n/a reported Quarterly	n/a reported Quarterly	100.0%	N/A					

Customer & Governance

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4	Year to Date	Year to Date	Apr-23	May-23	Jun-23	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
						22-23	2022-23	2023-24 (Quarter 1)								
Information Governance																
Modern Public Services	MPS15	<p>Total number of data breaches A personal data breach is a security incident that has affected the confidentiality, integrity or availability of personal data.</p> <p>There are two types of breaches: - A 'Non-reportable breach' has a low, or no impact on the rights and freedoms of individuals. - A 'Reportable breach' has a significant impact on the rights and freedoms of individuals. These are required to be reported to the Information Commissioner's Office (ICO).</p>		No	n/a	36	107	33	12	9	12	↓G	Lower is better	No target - tracking indicator only	N/A	<p>Whilst there has been an overall reduction in breaches in Quarter 1, in June there was a 3rd Party international data incident, potentially affecting 16 million individuals worldwide. A closure report is being provided by the end of July 2023.</p> <p>For reported incidents the Data Protection team continue to ensure that the service area is supported and trained appropriately, in order to manage the existing breaches and to decrease future instances.</p>
		0				1	1	0	0	1	↑R					
		36				106	32	12	9	11	↓G					
		a) Reportable breaches (ICO) <i>(This was MPS23 reported quarterly, now included monthly as part of this performance indicator)</i>														
		b) Non-reportable breaches														
Modern Public Services	MPS16	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Freedom of Information (FOI) requests following internal review).		No	n/a	1	4	2	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↑R	Lower is better	Tracking	No tolerance	<p>Two complaints were received by the ICO related to requests where responses had not complied with the statutory 20 working days timeframe. Whilst the Council will always use best endeavours to comply, on these occasions the services were unfortunately unable to provide the information within the deadlines.</p> <p>The IG team will continue to raise awareness within services and will ensure that they communicate with requestors directly to keep them informed of the situation to alleviate the need to refer to the ICO.</p>
Modern Public Services	MPS17	Number of complaints to Information Commissioners Office (ICO) upheld by ICO (with respect to handling of Freedom of Information (FOI) requests following internal review).		No	n/a	0	0	2	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	↑R	Lower is better	0 per month	No variation	
Modern Public Services	MPS18	Number of complaints to Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests).		No	n/a	0	3	0	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	→	Lower is better	Tracking	No variation	
Modern Public Services	MPS19	Number of complaints upheld by Information Commissioners Office (ICO) (with respect to handling of Data Protection (DP) Individual Rights requests).		No	n/a	0	2	0	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	→	Lower is better	0 per month	No variation	
Modern Public Services	MPS20	Number of direct disclosure requests (ADR - Access to a Deceased Person's) received		No	n/a	6	14	1 (pre 17.04.23 when new software came into use). Now all ADRs are included within the SARs figures	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	N/A	N/A	N/A - Tracking	No variation	We will no longer be able to report ADRs as a separate KPI since installing our new software system - it does not identify ADRs as a separate case type and all of these requests will now be logged as SARs.
Modern Public Services	MPS22	Number of external Information Commissioners Office (ICO) complaints relating data management of data/breaches		No	n/a	0	2	0	n/a (reported quarterly)	n/a (reported quarterly)	n/a (reported quarterly)	→	Lower is better	N/A - Tracking	No variation	

Customer & Governance

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4	Year to Date	Year to Date	Apr-23	May-23	Jun-23	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
						22-23	2022-23	2023-24 (Quarter 1)								
Customer Services																
Modern public services.	MPS30	Total number of Stage 1 complaints received by NNC (excluding children's services complaints)		No	n/a	594	1868	651	260	220	171	↑R (Q4-Q1)	Lower is better	No target - tracking indicator only	No target - tracking indicator only	The volume of complaints received remains comparable to previous reporting periods.
Modern public services.	MPS32	Total number of complaints escalated to stage 2		No	n/a	50	147	20	2	9	9	↑R (Q4-Q1)	Lower is better	No target - tracking indicator only	No target - tracking indicator only	There has been a reduction in complaints that customers have escalated to stage 2 in this quarter, compared to both the last quarter and the comparable period last year, indicating that customers generally are satisfied with how the Council has resolved matters raised at stage 1 level.
Modern public services.	MPS31	Total number of complaints received by NNC		No	n/a	644	2015	671	262	229	180	↑R (Q4-Q1)	Lower is better	No target - tracking indicator only	No target - tracking indicator only	There has been a slight increase in complaints received this quarter compared to the last quarter, however the increase is small and there are no notable trends that give rise to this.
Modern public services.	MPS34	% of complaints answered within the Service Level Agreement (20 Working days or agreed extension)		No	TBD	64%	62%	74%	42%	92%	77%	↑G (Q4-Q1)	Higher is better	90%	81%-90%	There has been a significant improvement in the speed of complaint answering in this last quarter, including 92% of complaints being answered within target in May alone. This demonstrates that services are taking complaints more seriously, and the change of the way that resources are used in Customer Services to allocate and chase responses is delivering results. It is therefore expected that further improvements will be made in forthcoming quarters.
Modern public services.	MPS35	% of complaints upheld		No	TBD	13%	18%	23%	5%	32%	26%	↑R (Q4-Q1)	Lower is better	20%	20% - 22%	There has been a slight increase in upheld complaints, however services are learning from mistakes as well as demonstrating that customer satisfaction remains positive.
Modern public services.	MPS37	Total number of notices received of complaints under investigation by Ombudsman		No	n/a	11	40	13	6	5	2	↑R (Q4-Q1)	Lower is better	No target - tracking indicator only	N/A	There has been a slight increase in cases referred to the Ombudsman however the volumes still remain low when taking into account the overall number of complaints received.
Modern public services.	MPS39	% of calls answered out of total calls received in customer services		No	n/a	80.67%	83.53%	76.91%	73.83%	80.23%	76.84%	↓R (Q4-Q1)	Higher is better	90%	81% - 90%	Slightly below target however with new telephone system, we will be able to use data to better identify peaks across service better and put things in place to increase performance
Modern public services.	MPS40	% Calls answered within 60 seconds in customer services		No	TBD	70.78%	74.48%	61.82%	61.74%	69.17%	54.54%	↓R (Q4-Q1)	Higher is better	80%	72% - 80%	Slightly below target however with new telephone system, we will be able to better identify peaks across service better and put things in place to increase performance
Modern public services.	MPS41	Number of customers helped by customer services		No	n/a	149974	561051	152373	45232	53738	53403		N/A	No target - tracking indicator only	N/A	
Modern public services.	MPS42	Number of customer interactions to customer services - split by telephone/face-to-face, email and online form		No	n/a	Telephone 98093 Face to Face 11085 E-Forms 6141 Emails 34311 Web Chat 344	Telephone 372005 Face to Face 34822 E-Forms 31878 Emails 118124 Web Chat 4228	Telephone 94577 Face to Face 10665 E-Forms 7474 Emails 39657	Telephone 29840 Face to face 3952 E-Forms 2605 Emails 8835	Telephone 30691 face to face 3608 E-Forms 2460 Emails 16979	Telephone 34046 face to face 3105 E-forms 2409 Emails 13843	↑ (Q4-Q1)	N/A	No target - tracking indicator only	N/A	This data is for information only

North Northamptonshire Council Performance Report - June 2023

Key to Performance Status Colours

Progress Status Key:
Green - On target or over-performing against target
Amber - Under-performing against target but within 5% corporate tolerance (or other agreed tolerance as specified)
Red - Under-performing against target by more than 5% (or other agreed tolerance as specified)
Dark Grey - Data missing
Grey - Target under review
Turquoise - Tracking Indicator only
Children's Trust Progress Status Key:
Green - At target or better
Amber - Below target - within tolerance
Red - Below target - outside tolerance
Grey - No RAG

Direction of Travel Key	
An acceptable range = within 5% of the last period's performance	
↑G	Performance has improved from the last period – Higher is better
↓G	Performance has improved from the last period – Lower is better
↑	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Lower is better
→	Performance has stayed the same since the last period
↓	Performance has deteriorated but is still on or above target or within an acceptable range of 5% of the last period – Higher is better
↑R	Performance has deteriorated from the last period – Lower is better
↓R	Performance has deteriorated from the last period – Higher is better
↑	Actual increased - neither higher or lower is better
⇌	Actual has stayed the same since the last period - neither higher or lower is better
↓	Actual decreased - neither higher or lower is better
Children's Trust Direction of Travel Key	
↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

Performance Terminology key

TBC	To be confirmed
TBD	To be determined
n/a	Not applicable
Actual	The actual data (number/percentage) achieved during the reporting period
Benchmark	A comparator used to compare the Council's performance against. The 2020/21 average for Unitary Councils in England has been used where available unless otherwise stated.
Numerator	Number as part of the percentage calculation which shows how many of the parts indicated by the denominator are taken. See example below.
Denominator	The total number which the numerator is divided by in a percentage. See example below.
EXAMPLE Performance Indicator	% Calls answered
Numerator	Number of calls answered
Denominator	Total number of calls received

Customer & Governance													
Human Resources													
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Statutory Reporting Required? (Yes / No)	Benchmark	Quarter 4 2022-23	Year to Date 2022-23	Quarter 1 2023-24 (Year to Date 2023-24)	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Modern Public Services	MPS06	Average number of working days lost per Full time Equivalent (FTE) employee (short term)		No	9.8 days lost per FTE (LG English Unitary national average 21/22)	0.9 Fte days lost per Fte employee	3.9 Fte days lost per Fte employee	0.6 Fte lost per Fte employee	↓G	Lower is better	Full year 3.3 (0.83 per quarter)	15% (up to 0.95 per quarter)	Sickness has improved from the previous quarter which is to be expected as we come into spring/summer, short term sickness is lower than the same quarter last year and long term sickness is slightly higher.
	MPS07	Average number of working days lost per Full time Equivalent (FTE) employee (long term)		(Nationally Reported so able to benchmark)		2.3 Fte days lost per Fte employee	8.3 Fte days lost per Fte employee	1.9 Fte days lost per Fte employee	↓G	Lower is better	Full year 6.5 (1.63 per quarter)	15% (up to 1.87 per quarter)	
Modern Public Services	MPS11	Amount of Spend on Agency Staff within each Directorate (TOTAL SPEND - finance data, including opus spend and off-contract spend)		No		£6,973,155	£18,885,538	£5,172,498	↓G	Lower is better	No target - tracking indicator only	N/A	

Customer & Governance Human Resources

Data as at June 30th 2023		Adults, Health Partnerships and Housing	Chief Executive Office	Childrens Services	Customer & Governance	Finance & Performance	Place and Economy Services	Transformation	NNC Total	
Employees	MPS08	<i>Headcount</i>	1335	60	200	219	178	612	1	2605
		<i>Fte</i>	1139.22	55.04	183.35	188.61	163.45	569.52	1.00	2300.20
Posts	MPS44	<i>Headcount</i>	1753	69	277	308	215	817	3	3442
		<i>Fte</i>	1814.77	66.72	265.66	280.39	200.85	758.66	3.00	3390.05
Vacancies	MPS09	<i>Number</i>	336	5	73	49	26	129	2	620
		<i>Fte</i>	296.95	5.00	70.74	46.84	24.01	120.53	2.00	566.06
Agency	MPS10	<i>Covering Vacancies</i>	165	6	37	11	26	79		324
	MPS45	<i>Supernumerary</i>			20			21		41
	MPS11	<i>Total Agency Spend (£000s)</i>	£1,800	£76	£1,068	£390	£522	£1,287	£31	£5,172
Absence (Quarterly, YTD and Projected are shown as Fte days lost per Fte employee) <i>Benchmark 9.8 (Long Term 6.5, Short Term 3.3)</i>	MPS49	<i>% of workforce to have sickness*</i>	27%	8%	15%	18%	15%	23%		23%
	MPS50	<i>No' of emp'ees to hit trigger**</i>	145	0	10	15	5	48		223
	MPS07	<i>Qtly (LT)</i>	2.4	0.0	1.3	1.5	0.7	1.6		1.9
	MPS06	<i>Qtly (ST)</i>	0.8	0.2	0.5	0.5	0.4	0.7		0.7
	MPS51	<i>Projected</i>	12.9	0.8	7.1	7.8	4.2	9.0		10.1
Voluntary Turnover <i>Benchmark - 12.7%</i>	MPS46	<i>No' of Voluntary Leavers (Employees)</i>	47	3	8	3	4	13		78
		<i>% of workforce (quarterly)</i>	3.5%	5.0%	4.0%	1.4%	2.2%	2.1%		3.0%
		<i>Rolling Voluntary T/O</i>	14.2%	14.7%	17.7%	12.1%	10.7%	11.8%		13.5%
Starters	MPS48	<i>No' of Starters (Employees)</i>	71	1	5	10	5	38		130
		<i>% of workforce (quarterly)</i>	5.3%	1.7%	2.5%	4.6%	2.8%	6.2%		5.0%

Employee, Post, Vacancy and Agency Worker data is as at the end of the quarter - number of agency workers is provided by the service
Agency Spend, Absence, Leavers and Starters data is the combined monthly figure for the quarter

* Average employee headcount for the quarter divided by the number of unique resource ID's to have had sickness for the quarter

** unique resource ID's to have hit a trigger for the quarter

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EXECUTIVE 17th August 2023

Report Title	Education Case Management System Procurement and Implementation Business Case
Report Author	Neil Goddard, Assistant Director for Education, neil.goddard@northnorthants.gov.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1 The purpose of this report is to advise the Executive as to the options available to procure and implement a new Education Case Management Systems (ECMS) for North Northamptonshire Council (NNC).
- 1.2 The report also seeks, via recommendation to Full Council, that the funding for the one-off implementation costs of the project be made through reserves and the inclusion of the ongoing annual revenue costs be included in the Medium Term Financial Plan (MTFP) from 2024/25 onwards. This is a variation to the budget agreed by Council in February 2023.
- 1.3 Finally the report seeks delegated authority to the Executive Member for Education, in consultation with the Executive Director of Children's Services, to take any further decisions and/or actions required to procure a new ECMS for NNC and award and enter into a seven (7) year contract, comprising an initial

term of four (4) years with option to extend for a further three (3) years (in increments of two (2) years plus one (1) year).

2. Executive Summary

- 2.1 This report outlines the current position, the scope, timeline and costs of the project, and the anticipated benefits that will be achieved through the delivery of the project.
- 2.2 The Council is committed to delivering a high-quality education service so that children and young people can flourish and reach their potential. We are working with partners to provide support to families and we striving to ensure that education and children's services are accessible to all. Underpinning an effective service is a case management system that provides the foundations for effectively managing the service, facilitates closer partnership working, performance management, quality assurance and statutory reporting.
- 2.3 The current case management system has been in place for a number of years and the current contract ends on 31st March 2024. It is appropriate for the Education service to investigate the market and to procure and implement an ECMS, using an existing framework as the procurement route and working closely with the procurement and legal teams to ensure a compliant process is followed.
- 2.4 The proposed contract duration is up to seven (7) years on a four (4) year, with option to extend for a further three (3) years (in increments of two (2) years, plus one (1) year), allowing for the consideration of alternative options to be in place after four (4) years, if required. The cost of the proposed contract is estimated as £1.820m over seven (7) years (annual maintenance and implementation costs). The total one-off cost of £1.362m, which includes supplier implementation and internal resources, are to be met through the Transformation Reserve. The ongoing annual revenue costs for the new ECMS to be included in the Medium Term Financial Plan (MTFP).
- 2.5 The proposal is to procure a system and the implementation to be complete by the end of Quarter 3 2024.

3. Recommendations

- 3.1 It is recommended that the Executive:
- a) Approve the commencement of the procurement process to purchase and implement an ECMS for NNC
 - b) Recommend to Full Council:
 - The approval of the use of the Transformation Reserve to fund the one-off implementation costs of £1.362m.

- Approve the inclusion of the ongoing annual revenue costs (£131k in 24/25 and £142.5k in 25/26) for the new Education Case Management System to be included in the Medium-Term Financial Plan (MTFP).
- c) Delegate authority to the Executive Member for Children, Families, Education and Skills, in consultation with the Executive Director of Children’s Services, to take any further decisions and/or actions required to conclude this procurement, implement the system and deliver this project, including but not limited to awarding and entering into a contract for an ECMS.

3.2 Reasons for Recommendations –

- Expiry of the incumbent contracts – the current system contracts expire in April 2024.
- NNC will gain significant benefits from an ECMS. Levels of service to Children, Young People, parents and carers will be improved, and process efficiencies implemented.

3.3 Alternative Options Considered –

- Do nothing.
- Apply for a variation with the current supplier, subject to this option being available under the current contract and such modification satisfying the Public Contracts Regulations 2015.
- Reprocure the current system through a direct award
- Build a bespoke system for the Education Service

3.4. All of the alternative options shown above have been discounted as they do not provide an effective solution, for reasons set out in section 5 of this report.

4. Report Background

4.1 The commitment of the Education Service at North Northamptonshire Council is to deliver better, brighter futures, though caring for our young people, providing them with a high-quality education and opportunities to flourish.

4.2 The service works to provide opportunities and an education to children and young people that is equal for all, no matter background, family circumstances, or need. The aim is to support learning that enables children and young people to thrive, by protecting the vulnerable and ensuring the delivery of excellent standards of education, which helps them achieve their potential.

4.3 Working with our partners including schools, social care and health, the service provides support to children, young people, parents, carers through the provision of services by a number of teams such as School Admissions, Free

School Meals, SEND, Early Years, Virtual Schools and SEND. All require different functionality from a system, and therefore individual, be-spoke modules, while building 'one-view' of the child or young person.

- 4.4 The Education Service at the Council currently uses the Capita One Education Case Management System. The current contract for the system expires 31st March 2024. As the current system has been in place in both the former Northamptonshire County Council and North Northamptonshire Council for a number of years, it is at a point where we need to reprocure, in order to adhere to public procurement rules, and to provide transparency and assurance around the procurement procedure. A case management system is essential to delivering an effective and efficient education service, it is therefore the proposal to procure a system and the implementation to be complete by the end of Quarter 3, 2024.
- 4.5 The Capita One Education system was originally procured by the former Northamptonshire County Council, and has been utilised for over 20 years, however, since 1st April 2021 the system has been split between NNC and WNC, with NNC being the contract holder and WNC being a named affiliate.
- 4.6 Over this period of time there have been changes to education statutory requirements, significant developments in IT systems, digital expectations and the importance of reliable data.
- 4.7 Under development of the current system by the Authority on an ongoing basis, therefore staff have become reliant on creating processes and holding data outside the system, there is little integration with other IT systems, forms require a significant amount of re-keying and work outside Capita One, reporting is difficult and requires specialist staff to support.
- 4.8 These constrain, the ability to have one, complete, view of the child, which hampers effective customer service, support for children and young people, staff well-being, as well as process efficiencies and delivery of statutory functions that a fully supported, integrated, effective system can offer our customers, partners and staff.
- 4.9 A new system will not only provide benefits for the Education Service, by providing the opportunity of refining processes and efficiencies but also corporate improvements and efficiencies will be achieved. These include:
 - A reduction in corporate complaints as parents and carers will have more direct access to Education staff, documentation and communication through a digital portal.
 - Reduced telephone calls to Customer Services as communication and efficiency by staff in the service is improved.
 - Improved financial controls as all Education expenses and charges are recorded and systems are integrated.

- 4.10 The end of the current contract has presented the opportunity for the Education Service to investigate the market currently, allowed consultation with other Local Authorities, staff and stakeholders, and consideration of efficiencies that can be achieved through a transparent procurement process to implement a case management system. Soft market testing and research has taken place in preparation for the procurement and implementation of the system. All viable options have been explored to consider efficiencies while delivering an improving, sustainable system. This has helped the service understand the market, the needs of the users and customers and improvements that the teams want to make to deliver a improving service.
- 4.11 Children's Services will work closely with colleagues within Legal Services, Procurement, Finance and ICT to support the effective delivery of any new system.

5. Issues and Choices

- 5.1 There are several options for the way forward. These are now examined in detail.
- 5.2 **Do Nothing** - There is the option to continue to maintain the current system however, this is not considered feasible. Once the contract for the current system has ended access to the database would cease as it is cloud hosted by the supplier. The risk to the service and the Council is the loss of accessible data and an unsustainable service.
- 5.3 **Apply for a variation with the current supplier** – To apply for modification of the existing contract. It is not possible to extend the current contractual arrangement, which has been procured through a framework via further call-off as the relevant framework has now expired. Call-off/specific contracts let under a framework can continue beyond the expiry of that framework, however the availability of variation to extend the term will be determined by (i) the option being available in the existing contract, and (ii) whether the proposal is lawful under the Public Contracts Regulations 2015. This would not allow for an open, competitive tender process, and may be open to challenge from other suppliers, if points (i) and (ii) above are not satisfied.
- 5.4 **Procure the ECMS through an existing framework via Direct Award** - Using a compliant framework agreement. Whilst a Direct Award is a compliant route to market, it may not be the most competitive route to market and may not provide value for money.
- 5.5 **Build a bespoke system for the Education Service** - This would allow the Council to design a new system based on its needs. However, there would be significant resource constraints in doing so and it would require skills not currently available within the Council. Furthermore, it could take a significant time to build a system and would prove a higher risk to implement and maintain.

- 5.6 **Commence a procurement process** through an existing framework via a mini-competition process, to purchase and implement a software product that is available on the market from a supplier that has proven experience and knowledge of the Education Services delivered by local authorities. This would allow the Council to configure an IT solution that is fit for purpose, has an established and verifiable record of delivery within a relatively short period of time. This would also satisfy the principles of fairness, transparency and competitiveness.
- 5.7 The preferred route to market for the ECMS is the option outlined at 5.6 of the report. This would be a procurement using Lot 2 Crown Commercial Service (CCS) Vertical Application Solution (VAS) Framework (RM62589) using a mini-competition process

6. Next Steps

- 6.1 Subject to approval of the way forward by Executive, these are the key milestones to procure and implement an ECMS by December 2024.

Milestone	Date
Business case approved by Executive	17 th August 2023
Budget Variation agreed by Full Council	31 st August 2023
Tender publication date	1 st September 2023
Tender return date	5 th October 2023
Preferred supplier identified and approved	17 th November 2023
Contract award date	15 th December 2023
Contract start date	17 th January 2024
Implementation commence	5 th February 2024
Go Live	December 2024

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. There will be resource implications with regards to procuring and implementing an ECMS. Early engagement has already taken place with Legal, Procurement, ICT, Finance and Learning & Development teams. In addition, part of the procurement process will require the suppliers to provide a project plan which will include details of the resources required from the staff within Council teams. A soft market testing exercise has provided an indication of costs for implementation and ongoing annual maintenance of a system, obtained from potential suppliers and other local authorities.
- 7.1.2. Our research, including estimates from potential suppliers, costs paid by other local authorities (as published), and costs made available through Crown

Commercial Services has established that it is possible to deliver a case management solution of an annual revenue cost for maintenance and licences of £250,000. This is approximately the same as the current cost of the Council's share of the existing ECMS.

- 7.1.3. In consultation and agreement with colleagues it has been established a resource requirement and cost for our internal services including ICT, Legal such as contracting, support in configuring, implementing and data migration.
- 7.1.4. The proposed term of the contract is initially four (4) years, with the option of a two (2) year extension, followed by a further one (1) year optional extension. This is to allow for the system to be fully implemented and used by the service before a further procurement exercise needs to be carried out. The extension periods are not obligatory but allow flexibility for the service and support the principle of obtaining best value.
- 7.1.5. It is proposed that the £1.362m costs for implementing a system, will be met from a one-off contribution from the Transformation Reserve.
- 7.1.6. The ongoing annual revenue costs for the maintenance and support of the system throughout the contract will be included in the MTFP from 2024/25 onwards.
- 7.1.7. Included in the on-going budget pressure is a proposal to provide an ongoing resource to maintain and develop the system, support staff with training and process improvement, and provide more effective data and reporting from the system. This is estimated at an ongoing cost of £115,000 per annum. This requirement will be reviewed in two (2) years' time with an option to reduce the resource if viable.

7.2. Legal and Governance

- 7.2.1. The Localism Act 2011 gives local authorities a 'general power of competence' that allows them to do anything that an individual can do provided that the proposed action is not specifically prohibited by other legislation and the power is exercised in accordance with the limitations specified in the Act which enables the Council to procure and enter into the proposed new contract.
- 7.2.2. The procurement proposed in this report, namely mini competition under Lot 2, Crown Commercial Services Vertical Application Solutions (RM6259), must be conducted in accordance with the requirements of this framework agreement, NNC's Contract Procedure Rules and the Public Contracts Regulations 2015 (reg.33).
- 7.2.3. Where the ECMS involves processing personal data, the Council shall have regard to the requirements of the UK GDPR and Data Protection Act 2018 and ensure any call-off contract under RM6259 contains appropriate data protection clauses.

7.2.4. Legal services, where instructed, will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

7.3. Relevant Policies and Plans

7.3.1. NNC Corporate Plan 2021-2025 - The system will support the commitment to Modern Public Services and Better, Brighter Futures by supporting the reliability of data to base decisions on, help staff to improve efficiency, increasing the ability to engage with customers, and providing the potential to integrate with other appropriate IT systems to provide one view of the child.

7.3.2. The Technology, Digital and Data 2021-2026 Strategy Support - The project will support the aims of to deliver a cloud hosted system, improved access to information, improved customer experience, use of digital technologies and use of data.

7.4. Risk

7.4.1. The Council is statutorily required to provide Education Services, failure to deliver this would have serious reputational consequences and could jeopardise the safety of vulnerable children and young people. There is a risk that if the procurement process is not started immediately, the implementation timeframe maybe adversely affected. and the financial implications and continuity of service which may result.

Risk Assessment	Mitigating Actions
The current system is also used by NCT ICT system for Social Care Early Help. The new social care case management system timelines do not coincide with Education service system replacement.	Identify how to case manage Early Help in the interim if procurement of the NCT and implementation does not align with NNC Education Case Management System.
The Education Service's capacity may be limited in terms of supporting the delivery of the project.	Include cost of backfill resource or temporary staff to support implementation.
ICT capacity may be stretched as they will need to support several projects, including this implementation.	Engagement with IT teams to ensure that capacity and resources are identified for the ECMS project. Use previous knowledge around technical requirements when producing the specification. Additional resources to be bought in during implementation such as a Technical Project Manager and additional System Specialist staff will

Risk Assessment	Mitigating Actions
	be supporting the implementation with configuration, data migration, and training. This is costed into the finance proposal.
The procurement process and implementation could take longer than planned.	Careful planning and monitoring of the project. Agreement with current supplier around exit strategy and mitigation.
With the disaggregation of the Business Intelligence and Performance Information service, this function has now transferred to NNC. This could mean a loss of staff knowledge and user experience and expertise of the current Education system.	Agree responsibility for Business Intelligence and reporting from the system. Corporate Performance Team are working closely with the Project Team to understand implication for reporting from a new system. Education System Specialist resource to be put in place to add resilience to the service. A potential new system will mean that staff will need to learn and understand data extraction and reporting system. Training to be included in the specification.
The planned disaggregation of IT services, including DTI service may impact on the implementation of a system. Timescale for this is to be confirmed.	The system procured will be cloud based which will give the supplier greater responsibility for implementation. Additional permanent resources have been included in the business case to add continuity and capacity. Representatives from WNC and NNC IT are on the project board and disaggregation of IT services is a standing agenda item at the board.
Service Requirements mean that there is a short window available for 'Go Live'.	Schedule implementation work around the services timetable and statutory return requirements. Extend the Capita contract for 12 months.
Ofsted inspections of Children's Services potentially impact on the project timeline.	Progress / re-profile with elements of work that can continue unaffected to ensure some progress continues.
An agreement is not reached with Capita for a contract to continue to use One Education (current system) whilst implementation is completed.	Continue to communicate with Capita to negotiate a mutually beneficial solution. Consider contingency actions to ensure that data is maintained, and

Risk Assessment	Mitigating Actions
	services will not be negatively impacted.

7.5. Consultation

7.5.1. Consultation has and will continue to take place with stakeholders, partners and parent representatives as a part of the procurement process.

7.5.2. Consultation has also taken place with potential suppliers and local authorities as part of the soft market testing and research exercise.

7.6. Consideration by Executive Advisory Panel

7.6.1. This report has not been considered by an Executive Advisory Panel

7.7. Consideration by Scrutiny

7.7.1. The procurement process and/or any part of the requirement may be selected for consideration by Scrutiny.

7.8. Equality Implications

7.8.1. The Council is committed to treating people fairly. The procurement and implementation of an ECMS encompasses all staff within the Education Service, and will extend potentially to partners, parents and carers. An Equality Impact Assessment Screening has been conducted and potential implications for protected characteristics have been considered and the system requirements reflect these considerations.

7.9. Climate and Environment Impact

7.9.1. The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions.

7.9.2. The ECMS will deliver improved mobile working and digital access to staff, partners and customers reducing the need for paperwork, and unnecessary travel.

7.9.3. Improved digital communication will reduce the need for printing and posting of letters and documentation to parents and carers, impacting on energy usage by the Council.

7.9.4. A Cloud based system produces less of Greenhouse Gas Emissions from data centres compared to traditional servers hosted by the Council.

7.9.5. All potential suppliers will be assessed as to their climate impact and commitment now and in the future as part of the procurement process.

7.10. Community Impact

7.10.1 Residents of North Northamptonshire will be presented with a uniform, modern interactive portal allowing them to access Education services offered by council.

7.10.2 User experience will be updated to provide a first-class experience for customers accessing our services and communicating through a variety of the mediums like mobile phones, tablets, and personal computers.

7.11. Crime and Disorder Impact

7.11.1. There are no implications arising from any recommendations that are being proposed that have a crime and disorder impact.

8. Background Papers

8.1. None

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EXECUTIVE 17th August 2023

Report Title	Re-procurement of NHS Health Checks Programme for North Northamptonshire Council
Report Authors	Susan Hamilton, Interim Director of Public Health susan.hamilton@northnorthants.gov.uk Andrew Machaeson, Commissioning Manager andrew.machaeson@northnorthants.gov.uk
Lead Member	Councillor Helen Harrison – Executive Member for Adults, Health and Wellbeing

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	N/A

List of Appendices

None

1. Purpose of Report

- 1.1. To advise the Executive as to options available relating to the NHS Health Check programme and to advise the Executive as to the options that will have the most beneficial impact for the residents of North Northamptonshire.
- 1.2. To seek delegated authority to the Executive Member for Adults Health and Wellbeing in consultation with the Director of Public Health and The Director of Finance, to reprocure the NHS Health Checks programme for the residents of North Northamptonshire for one year (April 1st 2024 to March 31st 2025), with options to extend for up to two further years in two increments of twelve months.
- 1.3. Approval is needed to procure an open framework of NHS Health Check providers for 1st April 2024. This will enable the Council to continue with the

current NHS Health Checks model, where delivery is carried out by a practitioner, either in a primary care or via a community/workplace setting.

2. Executive Summary

- 2.1. North Northamptonshire Council (and on behalf of West Northamptonshire Council) currently commissions NHS Health Checks for residents of North Northamptonshire and West Northamptonshire. The arrangement ends on 31st March 2024, with no further options to extend. A review of current provision has been conducted and available options have been considered.
- 2.2. It is proposed that:
 - i. The NHS Health Checks programme will be disaggregated from 1st April 2024 onwards. The annual contract of £350k will be paid from North Northamptonshire Council's core Public Health Grant budget to fund NHS Health Checks completed with residents of North Northamptonshire only.
 - ii. NHS Health Checks are re-commissioned by North Northamptonshire Council for an initial term of one year with extensions available for up to a further 24 months in two increments of 12 months.
 - iii. There will be no joint arrangement with West Northamptonshire Council
 - iv. A mixed model of GP practices and community providers will be contracted to deliver the NHS Health Checks programme.
- 2.3. Payment is based on activity; the annual contract value will be £350k. This will be met from the core Public Health Grant budget. The total value including available extensions is £1,050m (3 years).
- 2.4. The Dynamic Purchasing System (DPS) will enable new providers to contract with the Council throughout the term of the agreement, maximising value for money, provider assurance and market engagement for the Council.
- 2.5. Following a robust procurement process, providers will be awarded contracts under the DPS, having been assessed against a range of assurance tools, minimising risk to the Council.

3. Recommendations

3.1. It is recommended that the Executive delegate authority to the Executive Member for Adults, Health and Wellbeing in consultation with the Director of Public Health & Wellbeing to:

- i. Reprocare the NHS Health Checks programme for the residents of North Northamptonshire.
- ii. Award a 3-year contract (comprising of an initial term of 1 year, with options to extend in increments of twelve months).

3.2. Reasons for Recommendations:

- i. The proposed option accords with the Local Authority's responsibility under the Health and Social Care Act 2012 to provide the Health Check Assessment to eligible individuals in a local authority's area.
- ii. The proposed option delivers on a 'Key Area' NNC's Transformation Strategy to 'review, design and deliver splitting of West/North hosted/shared services' by North and West Northamptonshire procuring NHS Health Checks separately for their respective residents.
- iii. The recommendation maintains consistency with previous decisions to re-procure the NHS Health Check programme.
- iv. The recommended action is cost-effective, while maximising benefit to eligible patients in the North Northamptonshire area.

3.3. Alternative Options Considered:

- i. The option to not re-procure the NHS Health Checks programme was considered but rejected on the grounds that it would have a negative impact on the health and wellbeing of the residents of North Northamptonshire and the Council would not be fulfilling its legal obligations.
- ii. The option to re-commission the NHS Health Checks programme jointly with West Northamptonshire Council was considered but rejected on the grounds that the proposal would not align with North Northamptonshire Council's Transformation Strategy.

4. Report Background

4.1. The NHS Health Check is a cardiovascular disease prevention programme delivered across England. It aims to improve the health and wellbeing of adults aged 40-74 years through earlier awareness, assessment and management of the major risks factors and conditions driving premature death, disability and

health inequalities in England. In doing so it will help to prevent heart disease and escalation of health needs e.g., disease, stroke, diabetes and kidney disease. Identification and treatment earlier in life will help prevent onset of disease and help people live well for longer. The programme also raises awareness of dementia both across the population and within high risk and vulnerable groups.

- 4.2. Local Authorities have a responsibility under the Health and Social Care Act 2012 to provide the NHS Health Check assessment to eligible individuals in a local authority's area. The legislation states that each local authority shall provide, or shall make arrangements to secure the provision of, NHS Health Checks to be offered to eligible persons in its area.
- 4.3. North Northamptonshire Council (and on behalf of West Northamptonshire Council) currently has contracts in place for the delivery of NHS Health Checks. This is a mandated service funded through the Public Health ring-fenced grant. Providers are currently commissioned on a framework agreement. On the framework, North Northamptonshire Council have contracts with three GP federations (of which one sub-contracts a leisure trust in Northampton), two smaller groups of GP practices, one standalone GP practice, and three community providers not affiliated with primary care.
- 4.4. The current framework agreement started 1st April 2019 for an initial term of three years. Two extensions of twelve months each were available, taking the contract to its maximum term of 5 years. The framework now expires 31st March 2024. No further extensions are available.
- 4.5. Eligibility criteria for the NHS Health Check programme:
 - i. Resident of North Northamptonshire
 - ii. Aged 40 to 74
 - iii. Patient has not had an NHS Health Check in last 5 years
 - iv. Patient has not been prescribed statins for the purpose of lowering cholesterol
 - v. Patient has not been identified as having a twenty per cent or higher risk of having a cardiovascular event during the ten years following the proposed NHS Health Check (identified during previous NHS Health Check or through other check-up).
 - vi. Patient has not been diagnosed with coronary heart disease, chronic kidney disease (stage 3, 4 or 5), diabetes, hypertension, atrial fibrillation, transient ischaemic attack (TIA), hypercholesterolaemia, heart failure, peripheral arterial, disease or stroke.
- 4.6. The North Northamptonshire Public Health team are currently carrying out a full-service review of the NHS Health Check programme. This is using the StARS (Systematic Approach to Raising Standards) Framework tool and NHS Health Check performance data made available through a locally commissioned IT Solution, currently provided by The Computer Room Nottingham Ltd. The outcomes of the service review will inform changes to the new service specification to bring about service improvement, reduce variation

in uptake, address health inequalities and address wider quality issues.

- 4.7. The planned procurement timetable allows for a 3-month mobilisation period in which providers successful in their application to the NHS Health Check framework will be supported to carry out patient engagement to improve the quality of their offer. Providers will be supported to improve communications with residents in the communities in which they work, improving uptake of NHS Health Checks.
- 4.8. The proposed duration of the new contract is a maximum of three years (an initial term of one year, with options to extend in increments of twelve months up to three years).
- 4.9. Nationally, an evaluation of a digital offer for NHS Health Checks is being led by Office for Health Improvement and Disparities (OHID). A date for the NHS Health Checks digital offer to 'go live' has yet to be published, with the evaluation still in its early stages. Beta testing of the digital offer will be rolled out on a national scale. A Beta version of the digital check will be made available to the public in April 2024. This will inform local commissioning.
- 4.10. North Northamptonshire Council will exercise extensions available up to the point where a re-modelled offer inclusive of digital NHS Health Checks has been commissioned and mobilised in North Northamptonshire. Service re-design will begin following the conclusion of the Beta phase of testing and publishing of national guidance.

5. Issues and Choices

- 5.1. Choice 1: Whether to re-commission the NHS Health Checks programme.
 - i. North Northamptonshire Council has a legal obligation to provide an NHS Health Check programme for the resident of North Northamptonshire. Re-commissioning the programme was the only option considered.
- 5.2. Choice 2: NHS Health Check Service Model
 - i. An options appraisal was conducted to establish the most appropriate model for the programme.
 - ii. From the options considered below, Option 2 was chosen.

Option	Benefits	Negatives
Option 1: Primary Care Only Model	Full coverage of North Northamptonshire	No community options

<p>A model where only GP practices can deliver NHS Health Checks</p>	<p>Utilises existing providers</p>	<p>No flexibility to deploy providers within areas most in need</p> <p>Would limit NHS Health Checks to one setting</p> <p>Fewer NHS Health Checks would be completed.</p>
<p>Option 2: Continue with Existing Model</p> <p>A mixed model of Primary Care and Community provision. Continuous service development and improvement to expand pool of community providers and improved payment terms to incentivise quality.</p>	<p>Full coverage of North Northamptonshire that utilises existing providers</p> <p>Can carry out NHS Health Checks in workplaces and community settings</p> <p>Will maximise the amount of NHS Health Checks completed</p>	<p>Community providers often require closer monitoring and Public Health support as health and wellbeing interventions such as the NHS Health Check are not necessarily their main area of work.</p>
<p>Option 3: Commission NHS Health Checks away from Primary Care</p> <p>To remove responsibility of delivering NHS Health Checks from Primary Care altogether.</p>	<p>Providers commissioned will be expected to prioritise NHS Health Checks</p>	<p>There is no evidence to suggest this approach works. Case studies suggest opposite, with one local authority reporting a 90% reduction in NHS Health Checks completed when using this model.</p> <p>Not enough interest from providers locally to introduce this model.</p>
<p>Option 4: Develop Bespoke Digital Offer</p> <p>To develop a means of offering digital NHS Health Checks.</p>	<p>NHS Health Checks could be completed on a scale equal to or better than what is currently offered.</p>	<p>Design and implementation of the digital model would be costly. As a digital offer is being developed nationally, any developments made locally could be made redundant within the next 2 years.</p>

		<p>Full research into the effectiveness of a digital offer is yet to be published.</p> <p>The NHS Health Checks would not be compliant with existing national best practice.</p>
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5.3. Choice 3: Contract length and available extensions

- i. An initial term of one year is the most appropriate option. The NHS Health Check programme will 'go digital' in line with national guidance, subject to successful testing and national rollout. Although a precise date has not yet been made public, 2025 is expected to be the year in which local authorities can begin offering digital health checks.
- ii. An initial term of one year, with extensions up to 24 months, allows the Council to redesign the service in a timely manner in-line with national guidance.

6. Next Steps

6.1 Following approval from the Executive, a procurement exercise will be carried out as per the key timelines detailed below.

Executive	Thursday 17 th August 2023
Tender Published	Wednesday 13 th September 2023
Evaluation	Thursday 23 rd October 2023
Moderation	Monday 20 th November 2023
Contract Award	Thursday 7 th December 2023
10 day standstill period	8 th -18 th December 2023
Contract Start Date	Monday 1 st April 2024

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1 Payment is based on activity; the annual contract value will be £350k. This will be met from the core Public Health Grant budget. The total value including available extensions is £1,050m (3 years).

- 7.1.2 The NHS Health Checks programme will be disaggregated from 1st April 2024 onwards. The annual contract of £350k will be paid from North Northamptonshire Council's core Public Health Grant budget to fund NHS Health Checks completed with residents of North Northamptonshire only.
- 7.1.3 Payments made for NHS Health Checks are based on activity. Payment is made to providers based on the amount of NHS Health Checks that have been completed and the amount of first invites sent to patients. There is provision in existing budgets for the NHS Health Check programme.
- 7.1.4 The existing payment structure for the current NHS Health Check framework is £22 paid per completed NHS Health Check (if the NHS Health Check is compliant) and £2 per first invite to a patient. These payment terms will be kept as part of the new framework. Annually, a bonus per completed check will now be introduced and awarded as follows:
- 50% uptake: extra £1.50 per check
 - 55% uptake: extra £3 per check
 - 60% uptake: extra £5 per check
- 7.1.5 GP providers will be required to invite 100% of their annual eligible population each year. 'Uptake' means what percentage of those invited patients have an NHS Health Check.
- 7.1.6 Assuming a GP practice meets the uptake targets as listed above, the bonus payments would only be paid if invites sent match the target figure (within a set tolerance). Over-inviting can be used to get more patients through for their NHS Health Check at the expense of exhausting a finite patient list and poorer uptake (conversion of invite to completed check). Over-inviting will leave few or no patients left to invite in future months and years. The bonus structure promotes a higher quality of first invite and the use of follow-ups (2nd and 3rd invites and telephone calls) to non-responders of the first invite, rather than sending out an excess of poor quality first invites and no more.
- 7.1.7 No GP practice would have been awarded a bonus as per the proposed new payment structure should it have been in place for 2022/23. This is due to either under-performance or over-inviting. NHS Health Check activity is on an upwards trend and there is every possibility that some practices will be able to achieve these targets in the future. The proposed payment structure would promote best practice as there is an incentive to do so.
- 7.1.8 Non-GP Practice providers (community providers) will not have targets relating to invites and uptake so will not be entitled to bonus payments.
- 7.1.9 The contract value has been adjusted from existing framework to reflect disaggregation, population growth and the introduction of bonus payments. The annual contract value will be £350,000. The total value including extensions is £1,050,000.

7.1.10 The financial implications have been approved by the Finance Business Partner for Public Health and Wellbeing.

7.2. Legal and Governance

7.2.1 Local Authorities have a responsibility under Health and Social Care Act 2012 to provide the Health Check Assessment to eligible individuals in a local authority's area once every five years. An eligible individual is aged 40 to 74 years.

7.2.2 Local Authorities also have a duty under the Health and Social Care Act 2012 to 'take such steps as it considers appropriate for improving the health of the people in its area'. This includes areas such as providing information and advice, providing services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way), providing services or facilities for the prevention, diagnosis or treatment of illness.

7.2.3 There is no option to extend the existing contract past 1st April 2024.

7.2.4 It is intended that the DPS contract awarded following a successful tender process will be for an initial term of 1 year, with option to extend in increments of 12 months for up to 24 months. Appropriate break and variation clauses may be included to enable earlier termination or amendments to the DPS if required by the Council.

7.2.5 The services as described are Schedule 3 services for the purposes of the Public Contracts Regulations 2015 (PCR 2015) and fall under the light touch regime. The light touch regime refers to the procedural rules applicable to contracts for Schedule 3 services which are valued over the applicable threshold. The current applicable threshold for Schedule 3 services is £663,540 (inclusive of VAT). Accordingly, the procurement must follow a compliant procurement process, under PCR 2015. In addition, the procurement and any subsequent contracts must comply with the Council's Contract Procedure Rules and Constitution.

7.2.6 To comply with the Public Contract Regulations (2015) and the Council's Contract Procedure Rules, procurement of the DPS contract must follow the mandatory procedural rules under the light touch regime in compliance with PCR 2015.

7.2.7 Legal services, where instructed, will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

7.3. Relevant Policies and Plans

7.3.1 The NHS Health Check programme will support in working towards the vision, values and key commitments as outlined in North Northamptonshire Council's Corporate Plan.

- Active, fulfilled lives: patients attending the NHS Health Checks will undergo an assessment relating to the physical activity and other areas of their health and wellbeing, promoting healthier and active lifestyle choices.
- Connected communities: NHS Health Checks lifestyle advice and support offered as part of the NHS Health Checks is tailored to the individual. Practitioners delivering the checks work to encourage patients to engage with activities locally and contribute within the voluntary and community sector.

7.3.2 The NHS Health Check programme will be commissioned as per the Council's responsibilities under the Health and Social Care Act 2012.

7.3.3 The proposal will also align with the Council's responsibilities to work across an integrated system in North Northamptonshire.

7.4 Risk

7.4.1 Where delegated authority to re-procure and award is not granted, there is a risk that re-procurement of the NHS Health Checks framework is not completed in a timely manner.

7.4.2 If the contract is not awarded, the Council would be at risk of exacerbating health inequalities in at risk communities by not offering free NHS Health Checks to patients.

7.4.3 If the contract was not awarded, the Council would not be fulfilling its duty under Local Authorities have a responsibility under the Health and Social Care Act 2012.

7.4.4 There is a risk to the Council's reputation if the Council does not fulfil its duty to offer NHS Health Checks.

7.5 Consultation

7.5.1 The Council is not required to consult on the proposal as this is a statutory programme that will be delivered within the boundaries of the mandate.

7.5.2 The Council will however engage with patients and providers as part of continuous service improvement and quality assurance work. Plans are being produced for an extensive consultation process with patients, providers across primary care and providers working within the community. The Integrated Care

Board will be consulted, as will the Northamptonshire Local Medical Committee (LMC). Feedback will inform future service development plans.

7.6 Consideration by Executive Advisory Panel

7.6.1 Service activity has not been considered by Executive Advisory Panel.

7.7 Consideration by Scrutiny

7.7.1 The report is yet to be considered by Scrutiny.

7.8 Equality Implications

7.8.1 The NHS Health Check programme in North Northamptonshire will maintain a 'proportionate universalism' approach to deliver the programme. While everyone eligible for an NHS Health Check should be invited for a health check in a rolling 5-year period, scale and intensity will be adjusted in areas of deprivation and with specific patient groups, proportionate to the degree of need. The programme will be universally available, although targeted to meet the needs of those at higher risk of developing cardiovascular disease and who may belong to one of the most disadvantaged groups within communities across North Northamptonshire.

7.8.2 The new contract will promote a mixed model of delivery in terms of the nature of providers offering NHS Health Checks. The contract will aim for full GP practice coverage of North Northamptonshire, meaning all GP practices are offering NHS Health Checks to registered patients. The framework will also host non-primary care providers to deliver NHS Health Checks to disadvantaged groups and those not registered with a doctor.

7.8.3 As required by Equality Act (2010), an Equality Screening Assessment has been undertaken and has confirmed that the NHS Health Check programme will not adversely impact individuals with protected characteristics. This will be included as part of the report to the Procurement Gateway Group.

7.9 Climate and Environment Impact

7.9.1 The Council will work with providers to ensure health checks are offered in a location local to the patient to minimise travel. The service has use of a separate point of care testing programme which means blood testing can be completed in the same appointment, minimising need to attend a second appointment.

7.10 Community Impact

7.10.1 The NHS Health Check programme will support in maximising employment opportunities within primary care and community-based providers.

7.10.2 The NHS Health Check programme will utilise a proportionate universalism approach whereby at risk/disadvantaged communities will be targeted with health and wellbeing support. NHS Health Check clinics can be paired with other health and wellbeing interventions, meaning a joined-up set of services to support patients in the local area.

7.11 **Crime and Disorder Impact**

7.11.1 No implications identified.

8 Background Papers

8.1 None.

EXECUTIVE 17th August 2023

Report Title	North Northamptonshire's SEND and Inclusion Strategy 2023-26 and Co Production Charter
Report Author	AnnMarie Dodds, Executive Director of Children Services
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – SEND and Inclusion Strategy

Appendix B – Co-production Charter

1. Purpose of Report

- 1.1. This report introduces the North Northants Special Educational Needs and/or Disabilities (SEND) and Inclusion Strategy 2023-26 and the Co-Production Charter.
- 1.2. This strategy provides the framework for how the Council and the local partnership will deliver its statutory duties for in relation to education, health and care for children with Special Educational Needs and/or Disabilities.
- 1.3. The strategy also includes the NNC Co-production Charter, this is a commitment for how the local partners will work together in line with our statutory requirements within the Children and Families Act 2014.

2. Executive Summary

- 2.1. This report introduces the new North Northants SEND and Inclusion Strategy and the Co-Production Charter. Both documents have been co-produced by North Northamptonshire Council and strategic partners as well as families of children and young people with SEND. This strategy sets out our ambitious vision, aims and priorities to ensure that we effectively identify and meet the needs of the children and young people with Special Educational Needs and/or Disabilities (SEND).
- 2.2. The Co-production Charter is a commitment for all partners to make, that demonstrates how we work in partnership to improve outcomes for children and young people.
- 2.3. This report includes information about how the Strategy and Co-production Charter has been co-produced with all partners and families and how the new strategy will be implemented and monitored.

3. Recommendations

- 3.1. It is recommended that the Executive approve the co-produced SEND and Inclusion Strategy 2023-26 as well as the Co-production Charter.
- 3.2. Reasons for Recommendations:
 - To support the Council and its partners to improve outcomes for children and young people with SEND.
 - To support the Council through the delivery of both the SEND and Inclusion Strategy and the Co-production Charter in delivering its Equality Duties and meeting the requirements of SEND law and guidance.
 - To ensure an effective and consistent offer of support to children with SEND and their families across North Northamptonshire.
- 3.3 Alternative Option Considered: The alternative option would be to not have a SEND and Inclusion Strategy in place. However, this would not be a recommended approach as the Strategy clearly outlines what the priorities are for North Northamptonshire in delivering a better, brighter future for children and young people with Special Educational Needs and/or Disabilities.

4. Report Background

- 4.1. A working group was established in February 2022 which considered examples from other Local Areas and identified factors they would like to see in North Northamptonshire's SEND Vision and Strategy. They agreed it needed to be succinct and support collective understanding and responsibility for delivering its ambitions.

- 4.2. Officers worked with Northamptonshire Parent Forum Group to define co-production and produce a presentation to support this.
- 4.3. In listening to partners we focussed on the following questions:
- What is working well and why?
 - What are the challenges and issues and why?
 - What steps can we take to resolve these?
 - What would you like to see in the future?
- 4.4. In May 2022 the SEND Accountability Board supported the following proposed principles:
- Co-production at the heart of strategic and operational practices
 - Making SEND everyone's business
 - Making good practice common practice
 - Identifying and meeting the right needs at the right time
- 4.5. From July 2022 through to January a series of multi-agency / parent / carer SEND Improvement workshops were setup, focussing on listening to the experiences of families and services to help us identify key priorities and the ways in which we will jointly deliver those to support the future joint planning and delivery of our local area SEND strategy.
- 4.6. The following elements were highlighted in feedback from these events and other partnership work as important to delivering this:
- We need to improve communication to all partners, and significantly improve communication with parents and carers.
 - We need to change the culture in North Northamptonshire regarding SEND and Inclusion and create a culture of collectively championing and delivering improved outcomes for children and young people with SEND and their families that gives them confidence in the local system.
 - We have some great practice in some settings and schools and some officers in local services, but need to reduce local variation across North Northamptonshire so that where possible local provision meets local needs (make the best practice common practice);
 - We need to make sure that the workforce have the skills to deliver our aspirations;
 - We need to make sure that there is accountability across the system, with clear and transparent performance measures to support this
- 4.7. From the discussion the following priority areas were identified:
- **Co-Production:** Embed co-production as a way of working together with families (parents / carers and young people) in everything that we all do across North Northamptonshire.

- **Early Identification and Intervention:** Identifying and meeting needs at the earliest opportunity – developing inclusive practice and providing the right support at the right time as locally as possible, meeting statutory time frames.
- **Sufficiency:** Building the capacity in the SEND system (including specialist provision / places and specialist support to mainstream settings / schools) to meet identified need locally.
- **Transitions and Preparation for Adulthood:** Improving Transitions for children and young people, 0 – 25.
- **Skilled Workforce:** Developing a skilled workforce that is confident in identifying and meeting SEND and additional needs.
- **Partnership Working:** A shared understanding of the outcomes sought for, and by children and young people with SEND, and clarity of the progress made towards those outcomes across the Local Partnership

4.8. In March 2023 a final draft was considered by the SEND Accountability Board.

5. Issues and Choices

- 5.1. The Council and our local partners must have a joint understanding of needs of children with SEND locally, and to have a joint approach to delivering services this will provide clarity about how our statutory obligations will be delivered.
- 5.2. The Council proposed to the SEND Accountability Board (local multi-agency governance group) that a new SEND & Inclusion Strategy should be co-produced. This proposal stated that in order to address areas of under-performance, and to achieve the best outcomes for children with SEND and their families, the new approach must include all partners, especially children and their families.

6. Next Steps

- 6.1. Once the Strategy is approved implementation plans, some of which are already underway, can be progressed and start to make a positive impact to the lives of children and young people with SEND including their families.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. Delivering services against the values and actions in the Co-production Charter require all Council departments and partner agencies to sign up to these. Delivering the principle of SEND is everyone's business require support from all Council departments and partner agencies. Delivery of both the SEND and Inclusion Strategy and the Co-production Charter supports the Council in

delivering its Equality Duties and meeting the requirements of SEND law and guidance.

7.1.2. The strategy does not include specific saving targets. However, the strategy will support the Council to manage available budgets more effectively.

7.2. **Legal and Governance**

7.2.1. There are no legal implications arising from the proposals.

7.3. **Relevant Policies and Plans**

7.3.1. The Corporate priorities for North Northants are supported through the implementation plan for the SEND strategy priorities:

- Better, brighter futures by developing capacity within the SEND systems children and young people with SEND, can have their needs met sooner and locally. A focus on preparing for Adulthood through the Transition priority, within the SEND Strategy, will promote better training, further education and employment opportunities for young people with SEND.

7.4. **Risk**

7.4.1. The new strategy will help the Council address historic under-performance in a consistent way, and by clearly allocating resources to meet identified needs. The new strategy will also include a detailed performance framework that will measure the impact of our work on children and the families.

7.5. **Consultation**

7.5.1. The strategy has been co-produced between the Council and key stakeholders including parents and carers of children and young people with SEND, including the Northamptonshire Parent Forum Group, health and social care colleagues, teaching and non-teaching staff, academies and nurseries.

7.5.2. The Council will continue to actively engage and involve all partners, keeping them updated on the process and seeking any further comments they may have. Once adopted, further communication activities will keep the stakeholders informed and updated on the progress being made towards achieving the outcomes of the strategy.

7.5.3. Any decision derived from this strategy that impacts on the Council's delivery of its statutory duties to children and their families will be subject to appropriate engagement and/or consultation.

7.6. Consideration by Executive Advisory Panel

7.6.1. No comments from Executive Advisory Panel

7.7. Consideration by Scrutiny

7.7.1. This report has not been considered by the Council's scrutiny function.

7.8. Equality Implications

7.8.1. The proposed SEND and Inclusion Strategy as well as the Charter demonstrates how the Council and partners will deliver their statutory duties captured within the Children and Families Act 2014 and SEND Code of Practice.

7.9. Climate and Environment Impact

7.9.1. One of the priorities of the SEND strategy is to identify provision and create capacity which is local to children and young people with SEND, this will reduce the need to travel further to access provision and in turn reduce the carbon impact.

7.9.2. Through delivery of the Strategy any new provision will be reviewed to ensure that a Climate and Environment impact assessment is carried out.

7.10. Community Impact

7.10.1. This strategy will deliver significant community impact for children, young people with SEND and their families, through the provision of co-produced, effective jointly commissioned services which reduce the current adversity and frustration they face.

7.11. Crime and Disorder Impact

7.11.1. The Strategy and the Charter are unlikely to impact on the crim and disorder within the area it is aimed as being an ambitious vision documents with an implementation plan to deliver provide better outcomes for children and young people within North Northamptonshire.

8. Background Papers

8.1. None.

North Northamptonshire SEND and Inclusion Strategy

*For children and young people with
Special Educational Needs (aged 0-25)*



**North Northants
SEND Partnership**

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Foreword



Ann Marie Dodds
Director of Education,
North Northamptonshire Council



Cllr Scott Edwards
Member for Education,
North Northamptonshire Council

We are really delighted that we can share with you our SEND & Inclusion Strategy for children in North Northamptonshire. This strategy is the culmination of many months of work with children, families, and all stakeholders. We are grateful to everyone who has contributed, and we are sure that together we can achieve the very best in North Northamptonshire for all our children.

We are committed to work together to ensure that every child can be their very best and we will work tirelessly together to achieve this.

We have made many positive changes over the past two years, and this has set us on a journey to continuously improve and we will do this together for all our children.

Our ambition, through this strategy, is to coproduce the highest quality services that can be accessed at the right time and in the right way by the children who need them. Some of those services we will deliver ourselves, others will be delivered through commissioned arrangements.

This is the start of our journey in North Northamptonshire, and we believe we will achieve great success together.

“ We will be our best, so every child can be their best. ”

Supported by:



Colin Foster
Chief Executive,
Northamptonshire Children’s Trust



Yvonne Higgins
Chief Nursing Officer,
Northamptonshire Integrated Care Board



Pippa Montgomery-Crellin
SEND IASS Service Manager,
North Northamptonshire Council



Sam Baker
North Representative,
Northamptonshire Parents & Carers Forum

North Northamptonshire SEND and Inclusion Strategy

Introduction and context

Welcome to North Northamptonshire's SEND and Inclusion Strategy! We believe SEND is everyone's business and through this Strategy we would like to share with you our ambition and priorities for developing support and provision for children and young people with special educational needs and disabilities and their families.

The content of this document has been co-produced as part of a series of meetings, conversations and workshops listening to and learning from the experiences of parents / carers, children and young people, services, schools and partners including social care and health.

We have also drawn on the feedback received from service users, including children and young people, and providers as part of our SEND Peer Review in October 2022 which focussed on the impact of work to embed co-production at an individual, operational and strategic level.

Consideration has also been given to the areas for improvement themes identified in our Self Evaluation Form (SEF).

Feedback from the range of activities outlined have identified the following key themes where people want to see improvement and where our self-evaluation outlines areas for improvement:

- Training
- Meeting statutory time frames
- Early identification and response
- Communication
- Local Offer and Support
- Resources
- Process, Outcomes, Monitoring and Accountability



Our Vision

We are ambitious for all children and young people with SEND.

This vision is underpinned by our strategic principles:

**Co-Production
at the heart
of all our
practices**

**SEND is
everyone's
business**

**Making
good
practice
common
practice**

**Identifying
the right
needs at the
right time**

Why do we need a SEND and Inclusion Strategy?

It is important to have a shared understanding of the issues and challenges that then informs our priorities and actions. Our Strategy is based on listening to what we have heard and ensuring that we focus on the things that are most important to our service users. It will help us take the necessary actions together to identify and meet local needs and secure improvement and confidence in local provision and services. Our Strategy demonstrates our collective commitment to improving SEND across North Northamptonshire, setting out our approach to identifying and meeting SEND needs in line with a graduated approach to support and provision. It includes actions to ensure children and young people's SEND Support needs are identified early and provision made to reduce avoidable escalation of their needs, as well as for those with an education, health and care plan (EHCP).

By placing children and families at the heart of our thinking and our actions, this strategy sets out how we will work collaboratively to ensure North Northamptonshire Council and its partners work within the statutory requirements and guidance of the Children and Families Act (2014), the SEND Code of Practice (2015) and the Equality Act (2010).

The national SEND Review and the Green Paper sets the direction of travel for SEND improvement and cultural change needed to implement a successful SEND system. When the government response to the consultation on the Green Paper is published, we will make sure that recommendations and direction are taken into account and steer our work and the delivery of our SEND and Inclusion Strategy.

Who is our Strategy for?

The SEND strategy is for our children, young people and their families to understand the actions the Council and partners in health are making to support improvement in their experiences and achieve better outcomes.

It is for all staff working in SEND within North Northamptonshire and we will involve all partners, services, providers and schools in supporting delivery of our strategy, embedding improving SEND and Inclusion as everyone's business. It's also for families and young people in North Northamptonshire, to understand the actions the Council and partners in health are making to deliver inclusive, person-centred services across SEND.

Outcomes

The strategy will help us provide better outcomes for children and young people. We are adopting the Council for Disabled Children (CDC) co-produced SEND Outcomes Framework to understand the progress that is being made for our children and young people, these outcomes are:

- My voice is heard
- I am able to learn
- I am healthy
- I am happy
- I feel supported
- I am safe
- I am in control of my life

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“ It's important for us to work alongside schools and professionals for what is of the best interest to our children. ”
- Parent A

Our Aims

Through the delivery of this strategy we aim to:

- **Learn** from the experiences of parents/carers, young people, and use this to inform actions to support improvement across the system.
- **Deliver** improvements to the experience and outcomes of children and young people with SEND and their families.
- **Embed** best practice in co-production and SEND provision.
- Ensure a **consistent and positive** process and experience that enables children and young people to thrive and make good progress
- Make sure services are provided **effectively and efficiently**, making best use of our collective resources.



Our Priorities

These priorities have been formed as a result of co-production work across the local area. This has consisted of a series of meetings, conversations and workshops that shaped the initial priorities, which were then presented for feedback at SEND Services Improvement workshops in January of 2023.

Responses and comments from the experiences of parents / carers, services, schools and partners from other agencies were then incorporated and shaped what are our final priorities as a partnership going forwards alongside understanding areas for improvement identified in the Self-Evaluation Framework.



Co-Production

Embed co-production as a way of working together with families (parents / carers and young people) in everything that we all do across North Northamptonshire.

Early Identification and Intervention

Identifying and meeting needs at the earliest opportunity – developing inclusive practice and providing the right support at the right time as locally as possible, meeting statutory time frames.

Sufficiency

Building the capacity in the SEND system (including specialist provision / places and specialist support to mainstream settings / schools) to meet identified need locally.

Transitions and Preparation for Adulthood

Improving Transitions for children and young people, 0 – 25.

Skilled Workforce

Developing a skilled workforce that is confident in identifying and meeting SEND and additional needs.

Partnership Working

A shared understanding of the outcomes sought for, and by children and young people with SEND, and clarity of the progress made towards those outcomes across the Local Partnership.

Co-Production

Embed co-production as a way of working together with families (parents / carers and young people) in everything that we all do across North Northamptonshire.

When we talk about co-production, we mean working together with parents, carers and professionals in equal partnership to achieve positive outcomes for children and young people.

Why this is a Priority

- Feedback has indicated that there is not a common understanding of co-production across the system, and more work needs to be done to shift the culture and make this happen consistently across the local area
- Our Peer Review evidenced that the experiences of parents / carers and young people are variable
- We recognise that engagement with children, young people & their families in developing local provision is key to successful outcomes - together we are stronger

What we are going to do

- Develop a Co-Production delivery plan that sets out all of the actions to promote, deliver and monitor implementation of the Charter. Provide training on effective co-production practices
- Communicate our co-produced Co-Production Charter, ensuring all of our services and providers sign up to delivering against the Values and actions in our Charter
- Hold regular engagement opportunities with children, young people and their families at a strategic and service level, helping us to shape and monitor the services that are commissioned and delivered
- Publish how this way of working and listening to feedback is influencing services, including commissioned services
- Keep a record of who has signed up to our Charter and evidence of how they are delivering it
- Publish list of who has signed up on the Local Offer website
- Work with providers, schools and settings to embed co-production

How will we know that this has been achieved?

- Children and young people with SEND and their families feedback shows that they are confident that their needs are being identified and met early and that they are confident that local provision is meeting their needs
- Feedback from parents / carers, young people & via Local Offer feedback function
- Social media insights
- Annual Review of EHCP
- Service and organisation promotion
- Service lead updates on how it is being implemented
- Service delivery evidencing its implementation
- School / setting promotion on website, including how it is being implemented through the SEND Information Report
- SEND Strategic Reports reference how it is being delivered
- Surveys
- Externally validated Inclusion Quality Mark / SEND Audits
- Evidence of implementation in contract specifications and monitoring

“Co-production is important to children and families because accessing help can be difficult and variable. There needs to be more consistency across the county, and ongoing efforts to raise parental awareness of what is available.”
- Parent A



Early Identification and Intervention

Developing inclusive practice and providing the right support at the right time as locally as possible.

Why this is a Priority

- Expectations are not clear and current guidance does not link to processes for escalation or evidence that would support a view that the child / young person needs something 'in addition to and different from' their peers to enable them to make good progress
- We need to make sure that we and families are confident that the majority of young people with SEND have their needs identified and met effectively in local universal provision
- We need to make sure that local community provision, including clubs and leisure opportunities have the skills, knowledge and expertise to be inclusive and to meet the majority of needs
- We need to make sure that all our children have access to good quality inclusive local educational settings with timely support for the things they find difficult and seamless transitions between phases of learning
- Make sure that there is agreement and clarity on the expectations of schools, settings and services
- Pressures upon early years and childcare settings as a result of the pandemic and in relation to retention of staff means a robust training package needs to be put in place to support the sector
- The authority must meet our statutory duties, this must be considered throughout the range of services provided; from early help through to more acute intervention



What we are going to do

- Graduated approach guidance that sets out expectations for providers, services and settings, including what we mean by inclusion, what should be 'ordinarily available' & criteria for accessing support from specialist services, and how to access partner services
- Use the Early Years Review recommendations to inform actions to improve SEND and Inclusion across the early years, including workforce development
- Review impact of implementation of early years SEN Inclusion Funding and additional SEND funding streams
- Increase training, networking and peer support opportunities across local provision, community based services, health and care services and schools
- Grow our specialist outreach provision from best practice providers to support others within the local area
- Explore and agree preferred setting and school SEND Audit tools and encourage implementation
- Children and young people and parents and carers understand what community activities are available, and children and young people are supported to participate, where appropriate, to make friends and develop positive relationships
- Support and challenge early years providers, schools, colleges and other universal services, including leisure opportunities to identify and meet needs early & be inclusive
- Work with mainstream schools, young people and families to explore flexible local alternative provision options for those children and young people that need it
- Use our Self Evaluation Framework as a tool for improvement. The action plan will ensure grip and pace on improvement/development activity and will give clarity to responsibilities and accountabilities for progression.

How will we know that this has been achieved?

- Guidance is in place that is co-produced and agreed, published on the Local Offer website and being implemented consistently
- Increase in consistency of practice across the local area evidenced by parental feedback showing confidence in the local provision
- Setting and school confidence in their ability to identify and meet needs
- The needs of children being identified early with appropriate support put in place to address those needs – less children starting school who are not school ready and have unidentified/diagnosed needs

Sufficiency

Building the capacity in the SEND system (including specialist provision / places and specialist support to mainstream settings / schools) to meet identified need locally.

Why this is a Priority

- Some mainstream settings did not feel able to meet the needs of some pupils
- Parents / carers not confident that local provision have sufficient skills and resources for meeting needs
- Waiting times are too long to access some services and waiting lists are too large
- The Local Authority has a duty to ensure sufficient school places
- We have seen an increase in children and young people needing to access independent schools due to lack of places
- We had identified children and young people without a specialist place who needed one
- We recognised the need for better forward planning

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What we are going to do

- Address the combined issue of increasing capacity in maintained SEND provision to accommodate the needs of children with SEND and the issue of reducing the use of expensive and geographically distant independent provision
- Develop local specialist provision, including specialist provision in mainstream schools, that ensures that children and young people with SEND are able to access local provision that meets their needs as geographically close to their home as possible
- Identify and implement across services ways of resourcing an appropriate mainstream offer that would avoid duplication and gaps, simplify processes and increase local resilience
- Identify and implement models of support for families, early years providers and schools when referred to a service. Include this in work to develop and improve the Autism and ADHD Pathway
- Jointly planned and commissioned provision and services, underpinned by outcomes, feedback and data which provide value for money and meets the ongoing challenges of agile resource allocation and redistribution of resourcing for SEND under review.

How will we know that this has been achieved?

- Sufficient specialist places locally for those who need it when they need it
- Parental confidence in local provision
- Consistent inclusive practice across the area evidenced by SEND audits, Ofsted etc
- A pattern of local provision that is meeting local needs



Transitions and Preparation for Adulthood

Improving Transitions for children and young people, 0 – 25, so that they are well-prepared for their next steps and achieve strong outcomes

Why this is a Priority

- Parents and carers, young people, early years providers, schools, colleges have indicated the need for more consistent expectations and support for all transitions
- Following the pandemic there is a significant increase in the number of children attending an early education or childcare setting with low and emerging needs particularly around speech and language
- Our Preparing For Adulthood (PFA) self-assessment evidences inconsistency in practice and lack of clear information for young people and their families

What we are going to do

- Identify and implement actions identified through the review of early years
- Ensure children and young people are supported before and during any point of transition, including when they will no longer be eligible for a service
- From an early age, children develop the knowledge, skills and behaviours necessary to prepare for greater independence and adulthood, including in the areas of further and higher education, employment, more independent living, good health, positive relationships and participation in society



How will we know that this has been achieved?

- Children and young people and their parents / carers provide positive feedback about their transition experiences including adult social care where appropriate
- Early years providers, schools, colleges and employers are confident that they understand the needs of the children and young people in our area and are able to plan for and meet their needs
- Information is available on the Local Offer for children, young people and families to access
- Support and plans reflect children and young people's ambitions, and extend beyond required levels of support to focus on the planned outcome
- Improved flexibilities in the curriculum offer (AP)
- Reduction in suspensions and exclusions
- Increased attendance
- Reduction in Not in Education, Employment and Training (NEET)
- EHCPs include PfA outcomes in all plans from at least the age of 14



Skilled Workforce

Developing a skilled workforce that is confident in identifying and meeting SEND and additional needs.

Why this is a Priority

- Feedback has indicated that there is not a sufficiently skilled workforce for families to feel confident that needs are identified and met
- Feedback suggests workforce development is too ad hoc
- Pressures upon early years and childcare settings as a result of the pandemic and in relation to retention of staff means a robust training package needs to be put in place to support the sector

What we are going to do

- Develop and implement a training offer that sets out expectations of training for all (universal), targeted training for particular needs, and specialist training
- Develop and implement a SEND Induction programme
- Early Education and Childcare training audit is being undertaken to understand qualification levels across the sector and identify any gaps/ training needs in relation to Early Identification, Inclusion and supporting Children with SEND which will inform the training support offered in the coming year
- Work with the Teaching School Hub to ensure SEND training is embedded into their offer
- Ensure that practitioners have the appropriate skills to understand children and young people's needs and aspirations, and to create an inclusive environment
- Ensure that practitioners working with children and young people with SEND have the right knowledge and skills to reduce the risk of harm, and understand that children and young people with SEND may be more vulnerable to abuse, neglect and exploitation

How will we know that this has been achieved?

- Feedback from the workforce demonstrates improved confidence in identifying and meeting SEND needs
- Children and young people and their parents / carers provide positive feedback about services and NSCP



Partnership working

Partnership working that has the child at the centre across all agencies / providers 0 - 25.

Why this is a Priority

- Feedback has indicated that families and schools don't feel that services always work well together
- Families tell us that they are not clear on what services are available
- There is not sufficient support for families while waiting for services
- Families report that when services work well together, they have a better experience
- Families experience multiple appointments and assessments which means they have to tell their story multiple times
- Joint commissioning approach is not yet developed

What we are going to do

- Page 83
- Actions that ensure SEND is being embedded in family hub work, education, health provision and leisure provision across all localities
- Agree a high level approach to joint commissioning for children and young people and develop and implement a joint commissioning strategy
 - Identify opportunities for integrated assessment
 - Develop and put in place support for families while they are waiting for services.
 - Promote and share partner information to support families in accessing wider services
 - Take steps to ensure all staff provide clear information on access guidance / thresholds for different services to parents / carers and young people



How will we know that this has been achieved?

- Families report an easier experience of agencies working together
- Families report a reduced need to repeat themselves, reduced frustration, and increased confidence
- Reduction in complaints
- Families report smoother transition between phase and services

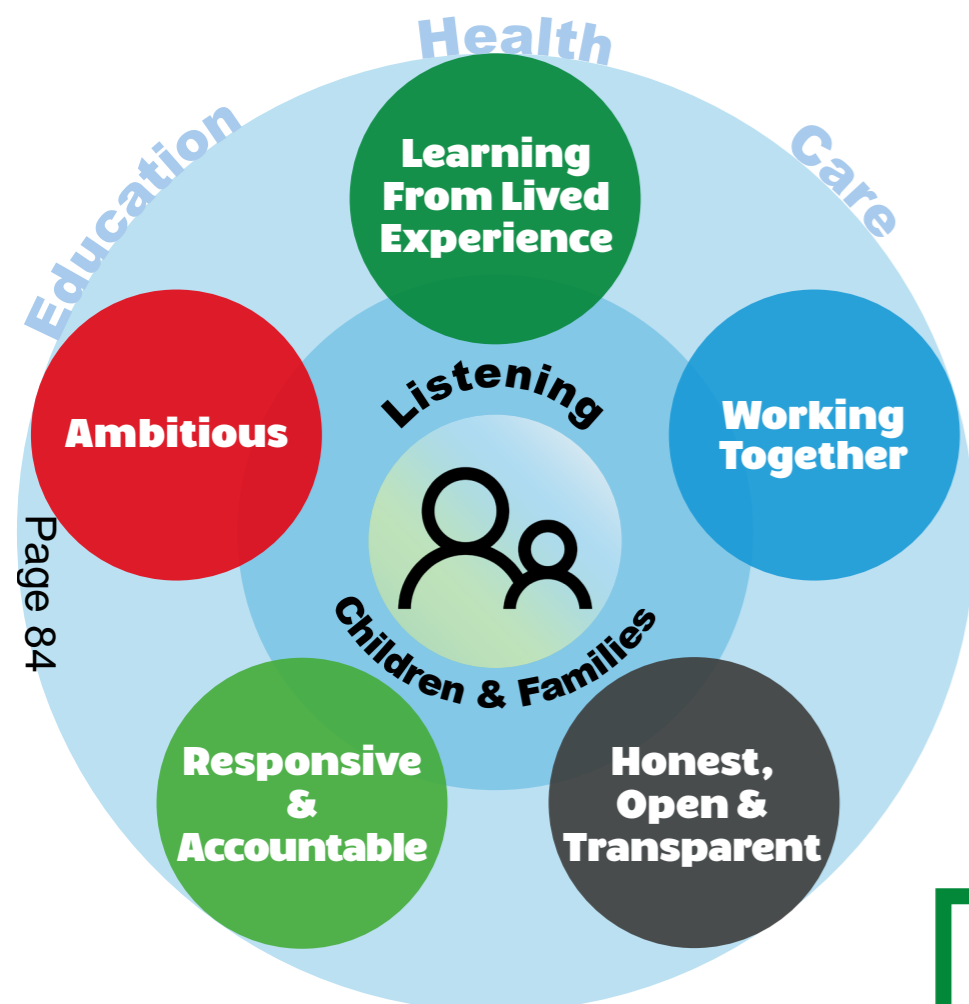
“ We all play a part in the support package for children & young people, so if we don't work together, we might miss things or not have enough of a view of the person involved in this process to make as much of an impact as we can. ”
- Parent B



Our Co-Production Charter

We want to see co-production embedded in all of our practices across North Northamptonshire so that it becomes 'just the way we all work here'.

We have worked with partners to co-produce a Co-Production Charter which articulates our shared values and commitments. We believe that children and young people will achieve better outcomes if we have a clear focus on working well together.

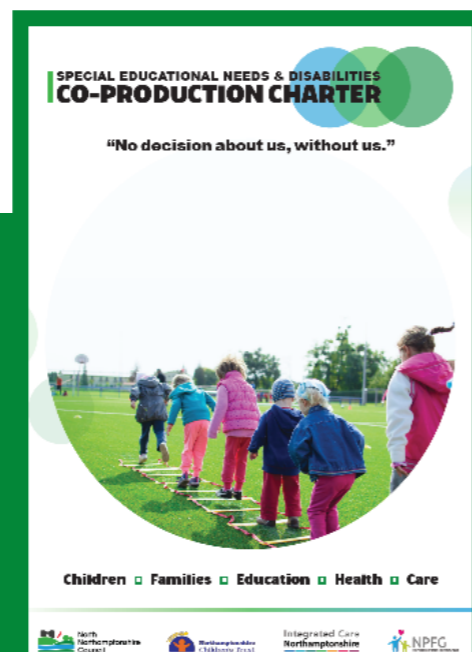


Our five values set out in the charter.

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See the Co-Production Charter in full by scanning the QR code or by visiting [\[final link to be added once published\]](#).

A one-page summary version is also available to view: [\[final link to be added once published\]](#).



The Ways We Are Going to Work

“ I just want the system to work for us, and if I can contribute to making it better, then I think that it's important to do so. ”
- Parent B

Communication

Improving communication across the local area is a key priority for us:

- Between families and services
- Between services and schools / settings
- Between services
- Between strategic leadership & operational delivery

We will regularly report and share the outcomes, achievements and impact of our SEND work and the SEND and Inclusion Strategy through multiple channels, including the refreshed Local Offer website. This will be informed by the experiences of children and young people with SEND and their families. We will continue to come together regularly with families on an agreed focus to support delivery and evaluate impact.

Learning from data and feedback

All workstreams and service plans will utilise data and feedback to influence and inform work priorities. Progress will be reported through multiple channels, including the Local Offer website.

Quality Assurance, Monitoring & Accountability

We will be collectively committed to monitoring quality and impact of what we do. Measures will be included in each priority area action plan to monitor quality and outcomes, and to report on the impact of work, the evidence to support this and the steps identified to address issues.

Governance Monitoring and Review

The SEND Accountability Board has been set up to provide strategic leadership and direction in the approval of self-evaluations / assessments and the development, implementation and monitoring of the SEND and Inclusion Strategic Plan and working group plans.

Its role is to monitor and evaluate the effectiveness of the delivery of the planned work and to recommend actions as appropriate, including required corrective actions to keep delivery on track through workstreams.

SAB Workstreams

Workstreams / working groups will co-produce an action plan to deliver the priorities set out in this strategy. Action plans will be developed which will include clear outcomes and measures to ensure that progress and impact is being made. The workstreams / working groups will report regularly to the SEND Accountability Board.

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Glossary

Children and Families Act 2014: A law that came into force on 1 September 2014. Part 3 of the Act sets out the law on special educational needs and/or disabilities (SEND). The Act is supported by the SEND Regulations 2014 and the SEND Code of Practice: 0-25 Years.

Commission / Commissioning: The process of selecting and contracting a provider to deliver a service.

Co-production: Co-production refers to a way of working, whereby everybody affected works together on an equal basis to create or change a service. The approach is built on the principle that those who are affected by a service are best placed to help design it.

Early Years: The first five years following a child's birth.

Education, Health and Care (EHC) Needs Assessment: An assessment carried out to review in detail the education, health and social care needs of a child or young person that may contribute to special educational needs and/or disabilities (SEND). It is sometimes called a statutory assessment.

Education Health and Care Plan (EHCP): An EHCP is a legal document which describes the special educational needs and/or disabilities (SEND) that a child or young person has and the help that they will be given to meet them. It also includes the health and social care provision that is needed.

Local Offer: A website for children and young people with special educational needs and/or disabilities (SEND) to find out about the range of Education, Health and Social Care services, support and activities available for them locally. Also refers more generally to the local offer of support that is available for children and young people with SEND.

Mainstream School: A school that provides education for all children, whether or not they have special educational needs and/or disabilities (SEND).

Maintained School: A school funded by the local authority.

Outcome: The benefit or difference made to a child or young person due to the support given.

Preparing for Adulthood (PfA): The process of thinking about and planning for the transition of a young person from child to adulthood

SEND Code of Practice: 0 to 25 years: A guide for schools and local authorities that sets out the help they should give to children with special educational needs and/or disabilities (SEND). Schools and local authorities must 'have regard' to the Code in anything concerning children with SEND.

Special Educational Needs and/or Disabilities (SEND): Difficulties or disabilities which require that special educational provision be made available for a child or young person to promote learning.



Contact us

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enquiries@npfg.co.uk

Integrated Care Northamptonshire
01604 476900

Northamptonshire Children's Trust
childrenstrust@nctrust.co.uk

North Northamptonshire SEND IASS Advice line 9:30am - 4:30 Mon - Fri
0300 373 2532 SENDIASS@northnorthants.gov.uk

SPECIAL EDUCATIONAL NEEDS & DISABILITIES CO-PRODUCTION CHARTER

“No decision about us, without us.”



Children | Families | Education | Health | Care

SPECIAL EDUCATIONAL NEEDS & DISABILITIES CO-PRODUCTION CHARTER

Aim: to embed co-production as a standard way of working together with families and across agencies that support families (settings, schools, services).

Definition of co-production:

- Changing the way in which we work together
- Doing **with**, not doing **to**
- In equal and reciprocal partnerships
- Promoting and learning from the lived experience of the child and family
- Engaging and involving people
- To achieve positive outcomes

Outcomes:

- Children, young people and their parents feel listened to
- Children, young people and their parents feel confident that their needs are being identified and met
- There are increased opportunities for families to be involved in shaping practice and provision

Our Principles:

Co-Production at the heart of strategic & operational practices

SEND is everyone's business

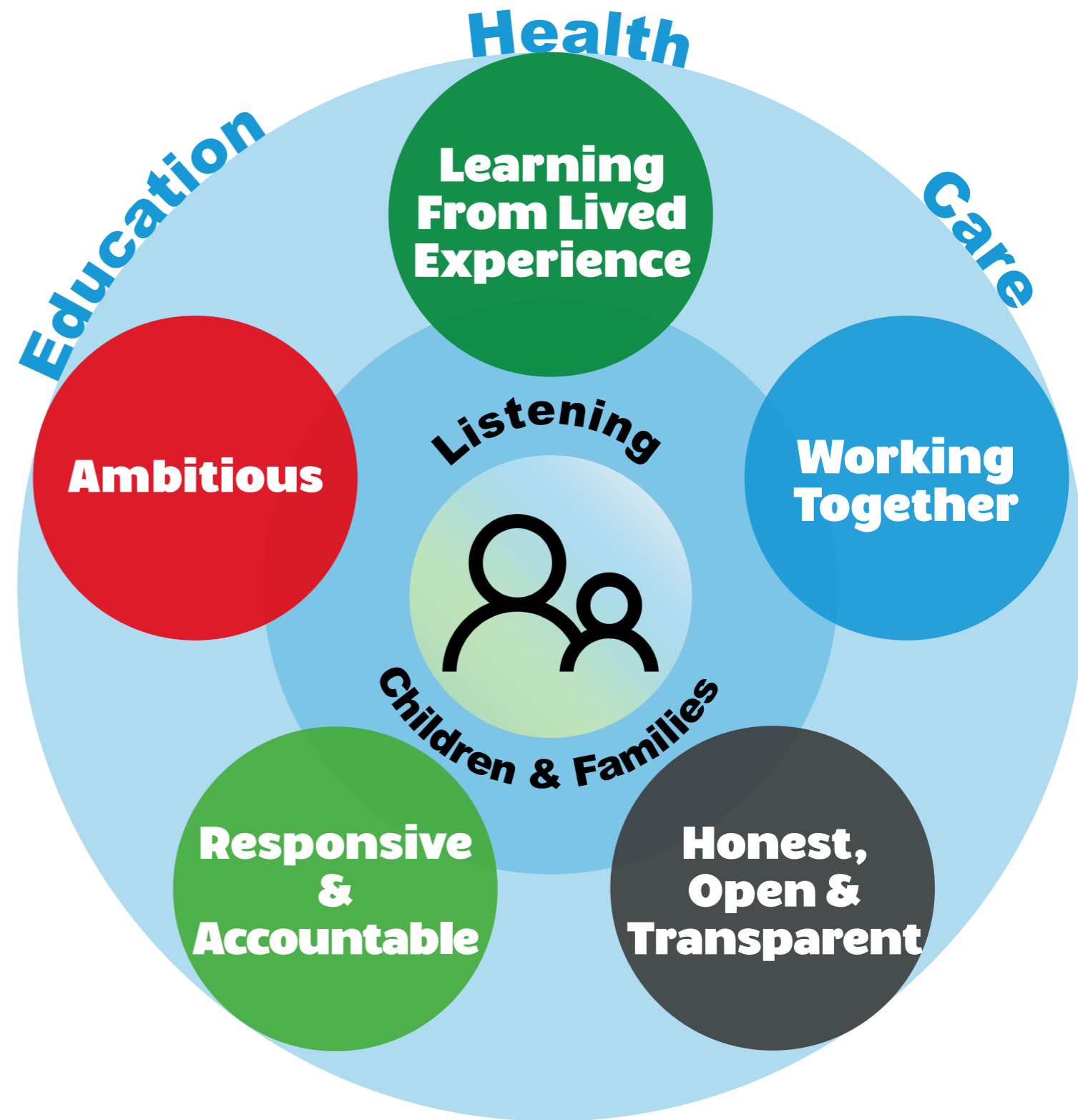
Making good practice common practice

Identifying the right needs at the right time

We will be our best, so every child can be their best.

Co-production with families at the heart of what we do - together we are stronger.

Our Values:



Learning From Lived Experience

Why is this important?

In order for co-production to be meaningful and make a positive difference, we must take action from our learning from what children, young people, parents and carers tell us about their lived experiences. We must find ways to do more of what is working well and change what is not working well. We must work together and be flexible in our approaches to make sure that everyone feels valued and empowered to co-design and influence practice and provision.

- Communicate clearly with each other and wider services in accessible ways
- Respect everyone as an individual
- Learn from families' experiences
- Empower children and young people and their parents / carers
- Value the contributions of all involved
- Be flexible to the needs of those involved, including timings & locations of meetings
- Act on feedback and let people know how we have acted on what we have heard
- Work together to find different ways of getting families' views so that it increases opportunities for all families to be involved in shaping practice and provision

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04

Working Together

Why is this important?

Working together with all involved to improve the outcomes of the child / young person must be at the heart of what we do. This means having a shared understanding of the issues and difficulties so that we can work towards solutions together. Agreeing the best approach and ensuring that all of the right people are included at the right time, as well as communicating clearly with each other throughout are key to success.

- Agree together what will work best for each child and young person
- Focus on the needs of children and young people and their family, and not just 'the process'
- Identify and agree solutions and act on them
- Agree outcomes and work towards them
- Involve the right people and agree actions and support
- Find out what is available and guide people to provide support
- Plan and deliver multi agency training where possible



05

Honest, Open & Transparent

Why is this important?

We cannot work together effectively unless we are open and honest with each other. Communication needs to be regular and consistent, and be informative, accessible and clear. There must be regular opportunities to listen to and learn from children, young people and their families, and to feedback actions that have been taken as a consequence.

- Show that we are listening to all views and learning from each other
- Trust and value families' views and experiences
- Provide consistent and reliable information about the services and support available, in a timely way
- Communicate information regularly and in lots of different clear and accessible ways
- Follow up on actions and keep people updated
- Be open in communication and honest in our response
- Support each other to have honest conversations

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06

Responsive & Accountable

Why is this important?

We need to respond to communication within agreed timescales, do what we say we are going to do and ensure that we hold ourselves and each other to account. This means we need to keep everyone informed of our actions, as well as acknowledging and taking action to rectify mistakes and learn from them.

- Do what we say we are going to do, when we say we are going to do it
- Demonstrate that we have listened and learned
- Keep people up to date on what we are doing and the timescales
- Be clear about what to expect and hold ourselves and each other to account
- Learn from each other and share our learning widely
- Ensure people know who is involved, be clear about their role and what they should expect from services and each other
- Acknowledge mistakes, take prompt action to rectify them and learn from them
- Be open to new ideas and new ways of working together
- Work together to resolve issues



07



Ambitious

Why is this important?

Children and young people have their whole lives ahead of them and we need to act as champions for every child and support them in being aspirational for their future. This means that we need to stay ambitious, stay curious and to keep working together to improve their outcomes! We need to stay in-tune with what children and young people need, and build from there, making sure that we listen to all voices, including non-verbal ones.

- Agree realistic, meaningful and achievable outcomes and work towards them together
- Help children and young people be successful and happy in their lives
- Keep the child and young person's interests and ambitions at the heart of what we do
- Focus on what we can do and identify solutions together
- Focus on what children and young people can achieve and build from there
- Listen to the non-verbal voices of children and young people
- Stay curious about what young people want
- Keep working together until we find a solution

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Making it happen

Senior leaders across North Northamptonshire Council and its strategic partners in health and social care will ensure implementation of the Charter across their services and work with North Northamptonshire Parent Forum Group to support their development of further capacity for co-production (system leadership).

A Co-production Charter Implementation Plan will support the implementation and monitoring of impact of the Charter with progress reported to the SEND Accountability Board. This will include agreed, co-produced outcome measures.

We will:

- Make sure everyone is aware of the Charter and knows how to use it in their role
- Offer co-production workshops across the local area and keep a record
- Co-production Charter and how to implement it included in staff induction and training and in performance targets.
- Include implementing the Charter into all service delivery plans, and keep its implementation under review.
- Keep implementation of our values under review
- Include the Charter in Terms of Reference (TOR) for all SEND workstreams and regularly review adherence to the Charter
- Embed the Charter into all SEND commissioning arrangements and decision making
- Ensure it is included in the specification and monitoring arrangements of all contract
- Collate and summarise co-production activity and publish on the Local Offer
- Develop a co-production evaluation framework for services and schools
- Regularly seek feedback from parents and carers
- Review as part of Quality Assurance (QA) of EHCPS and Annual Reviews (ARs)
- Recognise, acknowledge and develop good practice (make the best practice common practice)
- Publish good practice case studies that reflect learning on what has and has not worked, why, and what was done as a consequence that can be applied elsewhere.
- Celebrate where practice is working well – WOW moments!
- Explore ways of developing co-production champions across organisations to promote co-production

How will we know it is making a difference?

- Children and young people with SEND and their families feel that their views and opinions are heard and included and valued as evidenced by feedback sought in multiple ways
 - Parent / carer feedback
 - Young people feedback
 - Services and schools feedback
 - Feedback through the Local Offer feedback function
 - Social media insights
 - Surveys (but not too many or too often)
- Development and monitoring of our SEND Outcomes Framework that evidences practice that shows that the child / young person is at the centre of everything we do
- Children and young people's needs are evidenced as being identified early and planned for
- Children and young people's needs are evidenced as met
- Reviews of SEND Support Plans / Support Assisted Plans / Personalised Provision Maps
 - Annual Review of EHCP – we will add to Annual Review paperwork
 - Service and organisation promotion and inclusion in performance measurements monitored through supervision
 - Service lead updates on how it is being implemented
 - Service delivery evidencing its implementation
 - School / setting promotion on website, including how it is being implemented through their SEND Information Report
 - SEND Strategic Reports reference how it is being delivered
 - Inclusion Quality Mark / SEND Audits and recognition events / awards
 - Evidence of implementation in contract specifications and monitoring
 - We will see the Co-production Charter in multiple places – offices, schools, clinics, clubs, leisure centres etc.

EXECUTIVE 17th August 2023

Report Title	Northamptonshire Youth Justice Plan 2023/24
Report Author	Claire O’Keeffe, Head of Northamptonshire Youth Offending Service - Northamptonshire Children’s Trust. Claire.o’keeffe@nctrust.co.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

Appendix A – Youth Justice Plan 2023/24

1. Purpose of Report

- 1.1 Under the Crime and Disorder Act 1998 there is a statutory requirement to publish an annual Youth Justice Plan which must provide specified information about the local provision of youth justice services. The Youth Justice Board provides guidance about what must be included in the plan and recommends a structure for the plan. The Youth Justice Plan for the Northamptonshire Youth Justice Service 2023 is attached at **Appendix A**.

2. Executive Summary

- 2.1. Youth Offending Teams are statutory partnerships, established under the Crime and Disorder Act 1998, with the principal aim of preventing offending by children and young people. Local authorities are responsible for establishing a Youth

Offending Team. Police, the Probation Service and Clinical Commissioning Groups (CCGs) are statutorily required to assist in their funding and operation.

- 2.2. This current plan covers performance for the period 2022/23 and provides service budgets, operational and strategic developments within the service and partnership, service structure and the Service Improvement Plan for 2023 – 2024.
- 2.3. The Youth Justice Plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (HMIP - lead for Youth Offending Service inspections) and are placed in the House of Commons library.

3. Recommendations

- 3.1. It is recommended that the Executive:
 - a) Note the content of the Youth Justice Plan 2023/24.
 - b) Note Northamptonshire's Youth Offending Service priorities for 2023/24 as set out in the plan.
- 3.2. Reasons for Recommendations:
 - To accord with the constitution of the Council where the Youth Justice Plan forms part of the Policy Framework that is decided by Full Council.
 - To provide strategic direction to the Youth Offending Service that is delivered by Northamptonshire Children's Trust.
- 3.3. Alternative Options Considered: As well as being a requirement of statute, the Youth Justice Plan forms part of the Council's Policy Framework and approval by the Council is therefore required.

4. Report Background

- 4.1. The Youth Offending Service (YOS) is a statutory multi agency service, which has a responsibility to prevent offending and reoffending by those aged under 18 years who are resident in Northamptonshire. Northamptonshire YOS is well respected nationally as an innovative service achieving good outcomes for children and young people.
- 4.2. There is a statutory requirement to produce and submit to the Youth Justice Board a Youth Justice Plan as set out in the Crime and Disorder Act 1998 section 40. The plan should set out how youth justice services are to be provided and funded, how the Youth Offending Service will be composed and

funded, how it will operate and what functions it will carry out. The Plan must be submitted for approval to the Youth Justice Board (YJB) and published in accordance with the directions of the Secretary of State. The submission of the plan is also a condition for receipt by the service of the second instalment of the Youth Justice Board Good Practice Grant.

- 4.3. The areas of work for the YOS are laid out in legislation, government policy and national guidance. The detail of local operational priorities and delivery are developed in agreement and with reference to key local strategic boards including Community Safety Executive; Children Trust Board; Local Safeguarding Children's Board and Northamptonshire's North and East Criminal Justice Board.

5. Issues and Choices

- 5.1. Statute requires the production of an annual Youth Justice Plan, the YJB also welcomes plans that cover more than one year. Plans must cover both strategic and operational elements. The wider strategic picture should be captured, whilst also outlining the key business activities that will be undertaken by services to achieve wider strategic aims.
- 5.2. The YJ Plan should set out the direction and strategy of youth justice services, describing how quality services will be provided to ensure positive outcomes for children and improvements in performance indicators, in particular:
- reducing first time entrants to the youth justice system
 - reducing the use of custody
 - reducing reoffending rates
 - locally agreed performance indicators that evidence positive outcomes for children
- 5.3. The YJ Plan must describe how leadership and governance is set up to monitor the quality and effectiveness of youth justice services across your area.
- 5.4. The Northamptonshire Youth Justice Plan has identified the following priorities:
- Strategic Priority 1 –Early Help & Prevention
 - Strategic Priority 2- Recognising and responding to child exploitation and serious youth violence
 - Strategic Priority 3 – Tackling disproportionality in the criminal justice system
- 5.5. Due to the restrictions of the YJB prescriptive approach, the YOS is prevented from innovating and ensuring the document is child friendly and accessible to all. The YJB has a long list of key headings and directives the YOS must follow which as a result restricts some of the community.

6. Next Steps

- 6.1. The Youth Justice Plan must be submitted to the Youth Justice Board for England and Wales (YJB) and published in accordance with the directions of the Secretary of State. After submission to the YJB, Youth Justice Plans are sent to Her Majesty's Inspectorate of Probation (HMIP - lead for YOS inspections) and are placed in the House of Commons Library).

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The budget structure of the Youth Offending Service (YOS) is complex in nature as there are a number of funding streams. The 2023/24 indicative grant award for Northamptonshire's Youth Offending Service (NYOS) is £737,177 which is based on the 2022/23 allocation of £705,433 and a 4.5% uplift amounting to £31,745. The uplift of 4.5% is still subject to confirmation by the Youth Justice Board (Ministry of Justice).
- 7.1.2. The YJB require submission of the Youth Justice Plan which must be agreed by the Management Board and signed-off by the Chair prior to receiving the grant.
- 7.1.3. Alongside the YOS grant, NYOS will also benefit from statutory partner contributions, from both North Northamptonshire Council and West Northamptonshire Council (£1,606,151), Police and Crime commissioner (£200,900), Probation (£31,974), Health (£80,000) and Public Health (£66,112).
- 7.1.4. The total budgeted funding from the YJB Youth Justice and partnership contributions is £2,726,319. This funding will support children across Northamptonshire, in helping them stay away from crime.
- 7.1.5. In respect of the Local Authority contribution, these have been split in accordance with the disaggregation principles applied as part of the overall contract sum, the split is 44.16% for North Northamptonshire Council and 55.64% for West Northamptonshire Council. 100% of grants are paid to North Northamptonshire Council.

7.2. Legal and Governance

- 7.2.1. Local authorities have a statutory duty to submit an annual youth justice plan relating to their provision of youth justice services. Section 40 of the Crime and Disorder Act 1998 sets out the youth offending partnership's responsibilities in producing a plan. It states that it is the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan, setting out:

- How youth justice services in their area are to be provided and funded; and

- How the youth offending team (YOT) or equivalent service will be funded, how it will operate, and what functions it will carry out.

7.2.2. The Youth Justice Plan forms part of the Council's Policy Framework, its approval is therefore the responsibility of Full Council.

7.3. Relevant Policies and Plans

7.3.1. The Plan supports the following Council priorities identified in the Corporate Plan:

- Active, fulfilled lives
- Better brighter futures
- Safe and thriving places

7.4. Risk

7.4.1. There are no significant risks arising from the proposed recommendations in this report.

7.5. Consultation

7.5.1. In accordance with statutory requirements, the plan was placed before Northamptonshire YOS Management Board on which statutory partners sit (Police, Probation, Health) and was approved in May 2023.

7.5.2. The YOS intends to redraft the plan into a child friendly version once the plan has been agreed. The plan at present is not child friendly due to the prescriptive nature of the YJB requirements, NYOS are committed the young people have a full understanding of the YOS plans for 2023/24. We have identified our Youth Engagement Team to contribute to this.

7.6. Consideration by Executive Advisory Panel

7.6.1. At the meeting of the Future Communities Executive Advisory Panel held on 13th July 2023, feedback received from members indicated that the panel was content with the details contained within the report.

7.7. Consideration by Scrutiny

7.7.1. This report has not been considered by Scrutiny.

7.8. Equality Implications

7.8.1. There are no specific equality implications from this report.

7.9. Climate Impact

7.9.1. There is no specific climate impact arising from this report.

7.10. Community Impact

7.10.1. There is no distinct community impact arising from this report.

7.11. Crime and Disorder Impact

7.11.1 A Youth Offending Service is a 'statutory partnership' - the Crime and Disorder Act 1998 required Local Authorities to set up multi-agency partnerships to reduce re-offending by children and young people. The age range in the Youth Justice System is 10 to 18. Northamptonshire Youth Offending Service (NYOS) is funded by central government (Ministry of Justice/Youth Justice Board), from the Northamptonshire Children's Trust (NCT) and from partner agencies like the Police, Probation, the NHS and the Drug & Alcohol Action Team (DAAT).

7.11.2 Some of the paid staff are directly employed (by the Northamptonshire Children's Trust) to work in NYOS, others are seconded by their own agency to work within the service. There are: social workers; youth workers; restorative justice workers; education workers; community psychiatric nurses; probation officers; police officers; accommodation workers and substance misuse workers. NYOS also recruits, trains and supports a group of adult volunteers from a range of different backgrounds. NYOS works directly with children and young people who have committed offences; their parents/carers and the victims of their offences. Work is undertaken at all points of the formal system: from Out-of-Court outcomes through to Court Orders, both in the community and with young people in custody.

8 Background Papers

8.1 None

Northamptonshire Youth Offending

Service Youth Justice Plan

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Service Northamptonshire Youth Offending Service (YOS)

Service Manager/ Lead Claire O'Keeffe

Chair of YJS Board AnnMarie Dodds



Introduction, vision and strategy

Welcome to the Northamptonshire Youth Justice Plan 2023/2024,

This plan builds on our achievements in 2022/23 and sets out our strong partnership commitment to early help, prevention, and diversion. The plan has been developed collaboratively with our Northamptonshire Youth Offending Service Management Board members to ensure we are confident of the priorities set and assurance that the child first principle is fully embedded.

We are proud to have continued to drive and deliver improvements in our performance, which includes the reduction in first-time entrants into the criminal justice system and reducing re-offending. However, while there are fewer young people in the criminal justice system, those who remain, present a higher level of complexity, and require intensive support. It is a testament to the effectiveness of our prevention and intervention collaborative efforts with schools, families, and partner agencies, that we have successfully diverted many young people from the path of criminality, offering them opportunities for positive personal growth and development.

We know ourselves and our practice well and whilst we recognise the progress we have made we are committed to moving forwards our priorities for 2023/2024 demonstrates our commitment to addressing the rising concerns of serious youth violence, often gang-related, with children and young people the victims of gun and knife crime, resulting, on too many occasions, in the tragic loss of life. We are further seeing the detrimental impact this has on our communities, particularly with the exploitation of young people, in many cases by organised criminal groups running 'County Lines'. We are committed to supporting the Serious Violence Duty arrangements in Northamptonshire to ensure that our young people are our priority as this developing strategy will lead to increased resources, coordinated efforts, and the implementation of evidence-based strategies.

Furthermore, reducing disproportionality is a priority in our plan. We acknowledge the disproportionate representation of certain communities, particularly young people from Black, Asian, and Minority Ethnic backgrounds, within the criminal justice system. We are dedicated to dismantling systemic barriers and biases, fostering equal access to opportunities, and promoting fairness and justice for all young people.

In conclusion, we understand that no one agency can achieve our vision and priorities. We recognise the importance of collaborating with education establishments, health services, voluntary sector community organisations, and other stakeholders who play a vital role in supporting young people. By working together, sharing expertise, and pooling resources, we can collectively create a safer and more inclusive environment for our young people, empowering them to lead successful and fulfilling lives.

We extend our deepest gratitude to our workforce and young people who support us. They have worked tirelessly, side by side, to improve the youth offending service and above all make a positive difference to the lives of young people in Northamptonshire.

Child First

In line with the Youth Justice Boards Strategic Plan 2021-24 NYOS is committed to:

- See children first, offenders second and champion the needs of children throughout our work.
- Listening to children and their families/carers.
- Ensure that the services and interventions that are provided are inclusive, through challenging discrimination and promoting equality.
- Ensuring that children are offered every opportunity to achieve their potential and make positive changes.
- Building positive and trusted relationships with children.

We are on the journey to promote and embed the “Child First” principles within the service. This will be embedded across all areas of service delivery in collaboration with other services and all partners.

NYOS (Northamptonshire Youth Offending Service) supports these principles and promotes them in its own work and in its interactions with local partners in children's services and the youth justice system. The NYOS Youth Justice Plan for 2021/22 set out strategic priorities which were aligned with the YJB's Child First principles, reflecting work to improve both the local youth justice and children's services systems and the quality of practice within NYOS. The headline priorities were to:

- Enhance and expand the prevention and diversion offer for young people
- Ensure all assessments and intervention plans are young person led.
- Child first principles are evident in day to day practice and embedded in all policies and procedures
- Develop joint work with other local services to improve outcomes for children in the justice system
- All children experience an individual tailored approach that will help them address their offending behaviour, this could include restorative conferencing, family mediation, direct reparation, and trauma informed approaches where necessary
- Strengthen intervention delivery through young peoples experience of the YJS and use their voice to identify child focused solutions.
- Evidence of the Partnership's commitment to Child First principles is embedded throughout this document.

all the occurrences took place within those 20% most deprived areas.

Voice of the child

A key tenet of Child First is the voice of the child, this is embedded in all operational and strategic elements of NYOS work.

Children's views are obtained via a range of intervention tools to inform assessment and plans. We have benefited this year by having a young person attending our partnership board to give a first-hand experience of their time in the Youth Justice System.

The speech and language worker has adapted intervention plans and assessments tools to enable greater young person participation in their plan along with the ability to capture feedback throughout the intervention to enable changes if necessary. Child First in everything we say, do and write.

We have focused on the development of our communication approaches with children and have a young person focused website to develop a social media footprint.

The Service seeks feedback from children, young people, and their families on a formal and informal basis, whether this be verbally, written (emails, letters) or through surveys). Formal feedback in the form of praise or complaints can be sent via the Children's Trust complaints and praise process. We record feedback on practitioners and the service from children and families at the end of interventions.

The service uses the end of order feedback forms to gain regular feedback from children and young people regarding their experiences of their intervention. This is analysed on a quarterly and rolling 12-month basis by the performance team. Feedback to the YOS (Youth Offending Service) is positive with the latest 12 month rolling data showing that of those who responded 89.47% felt that the service quality was very good and the remaining 10.53% feeling it was good most of the time. When asked what could be improved, young people felt that there was little that could be improved.

NYOS have a robust quality assurance framework and undertakes Collaborative Reflective Practice Discussion (CRPD's) NYOS also contribute to Multiagency Case Reviews and practice learning events, from which themes and learning are collated and fed into service improvements plans. Children and families are involved in this learning process

Governance, leadership, and partnership arrangements

Youth Offending Teams were established under the statutory provisions of the Crime and Disorder Act 1998. The Act sets out the requirement for local Youth Offending Teams and primary duties on key agencies and individuals involved in the delivery and governance of those services.

Over time, the governance and leadership of youth justice services, through Youth Justice Management or Partnership Boards has evolved. In December 2021 revised guidance was published with the aim of enabling local authorities, including education and social care; and statutory partners in health, police, and probation to fulfil their statutory duties effectively.

The Youth Offending Service is part of the Northamptonshire Children's Trust (NCT). NCT is a wholly owned company of the two Unitary Authorities (West Northants Council and North Northants Council since April 2021) created under statutory direction from the department for education in 2020 under Northamptonshire County Council. NCT works in close partnership to continue to improve outcomes for disadvantaged children in the county

In recognition of the scale of Northamptonshire YOS and the challenges the county faces, as described throughout this plan, Northamptonshire has retained a Head of Service with sole responsibility for the delivery of local the Youth Offending Service. They report directly to the Assistant Director for Children and Family Support Services and Youth Offending Service.

Northamptonshire has also retained a distinct Youth Offending Service Management Board. The Head of Service and Board Members (appendix 1) have strong cross cutting connections across various partnership arrangements, outlined later in this plan.

The Northamptonshire Youth Offending Service Management Board meets 8 times per year and is chaired by the Executive Director of Children's Services North Northamptonshire Council. NYOS Management Board has responsibility for:

- Leadership and oversight of justice services for children.
- Contributing to local multi-agency strategies and work with local and national criminal justice organisations.
- Safeguarding children who receive youth justice services.

Partnership Arrangements

In addition to the existing partnership arrangements that support the direct work with children and their parents and carers, the Service is currently represented directly or indirectly at several strategic and operational meetings, including:

Strategic Priority	Meetings attended by NYOS Managers and Caseworkers
Safeguarding and Public Protection	<ul style="list-style-type: none"> • Child Protection Conferences. • Multi-Agency Public Protection Arrangements (MAPPA) MARAC (Multi Agency Risk Assessment Conference) meetings. • Local Community Safety Partnership operational meetings. • Local complex needs panel meetings. • Early Help Partnership Board • Supporting Families Steering Group • Integrated care system children and young people pillar/work streams • Northants Local Criminal Justice Board • Serious Violence Duty Partnership
Child Exploitation and VAPP Panel	<ul style="list-style-type: none"> • Child Exploitation Tactical Groups within NCT. • Local multi-agency information sharing arrangements to identify and protect children at risk of exploitation. • Partnership Vulnerable Adolescent Panel in which the NYOS Manager is a standing Chair and a deputy to the running of the panel.
Reducing Re-Offending	<ul style="list-style-type: none"> • Northamptonshire Reducing Re-offending Strategy Group. • Community Safety Partnerships. • Risk Assessment Panels – management of YP identified as being at high risk of causing serious harm to others, or of experiencing significant harm themselves. • Harmful Sexual Behaviour - NYOS leads the work on Harmful sexual behaviour within NCT with the support of the Police. The NYOS and the Trust use recognised assessment and intervention approaches [AIM] for young people who commit harmful sexual behaviour. • Missing Children Steering Group
Preventing Violent Extremism	<ul style="list-style-type: none"> • NYOS attends the Northamptonshire Prevent Group to ensure that our work is aligned with local initiatives. • NYOS contributes to the local assessment of extremism risks. • NYOS police officers act as a link to local police processes for sharing intelligence in respect of possible violent extremism.
Restorative Justice and Support for Victims	<ul style="list-style-type: none"> • Referral Order Panels • Referral Order Monthly Training • Restorative Justice Group

Board development

The YJB expects local management boards to take responsibility for all aspects of youth justice service governance; to lead strategically across relevant partners and to ensure a high-quality service is provided to all children. In 2021 the YJB provided updated guidance on youth justice service governance and leadership to support this. This was presented to YOS Management Board members by the Youth Justice Board early in 2022. Below is the YOS Management Board priorities for 2023 /24.

AIM	ACTIVITY
<p>Members of the YOS Management Board fully understand the vision and priorities of the NYOS YJB plan and can articulate their agency contribution to the priorities set out within it and advocate for the service and young people</p> <p>Board members to be active participants in task and finish groups on YJB plan priorities</p> <p>Board members to be supported to lead agenda items on topical themes that contribute to the priorities of the YJB Plan</p> <p>Board members to contribute directly to the YJB plan</p> <p>Board members to fully support 'Child First' ethos within their own organisations</p> <p>Board Members to report on training and development needs. -</p> <p>Board Members to better understand delivery locations and NYOS practitioners</p>	<p>All Board members to attend a development day to understand the strategic priorities within NYOS</p> <p>Board members to be allocated as a lead for all task and finish groups within YOS and update the Board on progress.</p> <p>Evidence of contributions by agenda items</p> <p>Template designed to support information required.</p> <p>All YOS Board members to promote Child first ethos in their organisation. Board members to feedback at each board progress and examples of good practice</p> <p>Induction pack created for Board members. An annual Training and Development skills analysis to be completed with all Board members.</p> <p>YOS staff to present items at the YOS management Board.</p> <p>Young people attend the YOS management Board and feedback on their experience of YOS.</p> <p>NYOS open day for all YOS members to attend and meet all staff and volunteers of NYOS.</p>

Progress on previous plan

Prevent Youth Crime to reduce First Time Entrants

What we aimed to achieve	Activity Completed	Evidence of success
<p>Continue to reduce the number of First Time Entrants in Northamptonshire</p>	<p>Partnership panel established. Attended Police briefings Supported Police weeks of actions identifying YP at risk of knife crime and serious violence Used Turnaround support to identify YP on fringes of knife crime. Partnership work with the police to identify YP on RUI (Release Under Investigation) to target Turnaround.</p>	<p>Achieved a reduction in FTE (Full Time Equivalent) consistently over the last Year, however we still have a high number compared to regional and national figures.</p>
<p>Partnership awareness of the Youth Justice Plan and NYOS priorities that they all will contribute too.</p>	<p>Provided briefing sessions using good practice case examples of multiagency support plans to prevent offending and re-offending</p>	<p>The Board have participated in YJB Board development. YOS Board agenda refined and HOS report provides evidence of good practice. Board members have completed the agency contribution to youth justice Plan</p>
<p>A continued key focus on disproportionality and racial disparity.</p>	<p>The NYOS Management Board will consider the issue from their individual areas. Use Partnership data to inform themselves and ensure that the issue is being addressed at all levels both strategically and operationally</p>	<p>The Overrepresentation and Disproportionality Plan has been signed off by the board and the YJB. The creation of the disproportionality steering groups covering three stands of practice i.e.: staff, young people and partner agencies. Each strand is strategically led and has representatives of all roles and responsibilities from all ethnicity and gender groups. A Peer review carried out in January 2023, it was noted that the elements of disproportionality with young people in care, black minority ethnicities and females was not as much concern as initially thought and the plan produced was fit for purpose. They also identified that consideration for overrepresentation and disproportionality was embedded into all assessments of young people.</p>

What we aimed to achieve	Activity Completed	Evidence of success
Improved emotional health and wellbeing providing easy and natural access to services	Strengthen Service Level agreements with NHFT Health partners to continue to resource Emotional Health and Wellbeing services within the service and prioritise access.	<p>All Young people in YOS are referred for a health assessment</p> <p>The health resource provided to YOS has resulted in the adaptation of interventions early on to better tailor work with young people sooner. They have also supported access to oversubscribed services to ensure the young people receive the support they require.</p>
Speech and Language assessment	<p>S&L assessment completed means that all staff working with the child can be as effective as possible by taking the guidance from the S&L therapist into account when interacting with the child.</p> <p>Further other agencies, such as the police and the Courts, can also be advised as to how to communicate most effectively with the child concerned.</p>	<p>All children within YOS complete a speech and language assessment to determine the level of support they require. A communication passport has been produced for magistrates and judges to better understand the young person's presentation in court. The speech and language resource has also redrafted interventions, policies, and procedures to ensure young people are clear on their expectations.</p> <p>Communication Passport has been introduced for Magistrates and Judges</p>

What we aimed to achieve	Activity Completed	Evidence of success
<p>Improved participation in education, training, and employment.</p>	<p>NYOS to work with education colleagues to explore how they might complement the offer to schools regarding supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative and improve attendance.</p>	<p>NYOS continue to maintain positive ETE (Education, Training and Employment) performance. The education lead has reviewed and updated the education offer. As part of this a new role offering functional skills for young people will be an integral part of the education offer.</p> <p>All Young people who have SEN support needs are identified and their educational needs are supported in conjunction with their YOS Plan.</p>
<p>Analyse FTE and trends in offending.</p>	<p>Expand analysis and Access to QLIK police Data system. To be shared with NYOS and partners to promote. Improved data intelligence to inform service delivery priorities.</p>	<p>The Police have created a multiagency observatory. YOS have provided the financial resources to fund an additional analyst post. To focus on young people referred to and managed by the Northamptonshire Youth Offending Service (YOS) in both custody and community settings (within both the pre-court and post-court arena) and the wider U18 suspect / offender population known to Northamptonshire Police (as identified on its local crime and recording system).</p> <p>Focus may broaden to include wider data sets drawn from Northamptonshire Children's Trust (NCT) and other YOS Statutory Partners following agreements to share data and information to further inform and support analysis regarding YOS Cohorts</p>
<p>Increase and strengthen the participation and voices of our children and families in the NYOS</p>	<p>Implement participation and consultation events with our children and families</p> <p>Include family and young people feedback into the YJS QA/Audit process</p>	<p>In the last 12 months a youth panel has been created to formulate ideas for service development. An integral part of the management board has been to have case studies and young people in person attend and present their experiences. The YOS continues to collect feedback from young people at the end of their orders to ensure the effectiveness and quality of the service provided to them. A priority going forward is to evidence some of their practical suggestions to create a more young person friendly atmosphere.</p>

What we aimed to achieve	Activity Completed	Evidence of success
<p>To understand and respond to the potentially changing nature of youth crime e.g., criminal exploitation, extremism and radicalisation, child-sexual exploitation and gang associated drug dealing expanding along 'County Lines'.</p>	<p>Develop an Up-stream pilot to address / reduce Serious Youth Violence, (SYV) First Time Entrance (FTE) Reduction Of Reoffending, (ROR) this has been implemented and is the Violence referral scheme (Wellingborough pilot) working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e. PADS (Prevention and Diversion Scheme).</p>	<p>The service redesign has been authorised. The restructure focusses on resources to mitigate and address SYV, FTE, ROR.</p> <p>The Wellingborough pilot was a success and is now embedded in day-to-day practice.</p>
<p>Reduce those that fast track to custody before any YOT (Youth Offending Team) intervention can take place.</p>	<p>We will review Out of Court Disposals (OOC) where a decision for no further action has been applied on more than 2 occasions.</p> <p>We will review 'no further actions' undertaken to ensure those children do not have other risks areas meaning the likelihood of re-offending or FTE is not increased.</p> <p>Expand the use of voluntary police interviews with prior notification given to the NYOS.</p> <p>Consider use of Police Bail conditions to engage the services of the PADS team</p>	<p>There has been a significant reduction in Re-Offending rates in NYOS with them being lower than both National and Regional figures.</p> <p>FTE has continued to be high but has reduced following the introduction of the youth prevention panel and the increased use of outcome 22 and the new turnaround project.</p> <p>The YOS have presented the use of police bail as a diversionary tool to the YOS board. This will be revisited following the PEER review positive response.</p>

What we aimed to achieve	Activity Completed	Evidence of success
<p>To reduce re-offending by young people in Northamptonshire with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in Northamptonshire.</p>	<p>The Northamptonshire Youth Justice Board have monitored and applied scrutiny (of the partnership endeavor) to reduce re-offending.</p> <p>Present at NRBB and request partners look at collective resources to reduce escalation and frequency of offending.</p> <p>Implementation of the NYOS over-representation plan.</p> <p>Better use of data from Asset+ / Core+</p> <p>Start running the re-offending toolkit.</p>	<p>NYOS has successfully maintained a lower re-offending rate than national, regional, family rates evidencing the strong early intervention work is effective in preventing re-offending. The re-offending subgroup run by the Office of Fire, Police and Crime Commissioner (OPFCC has made young people a priority.</p> <p>The PEER review NYOS over representation of some groups in our re-offending cohort They concluded that there was strong evidence of parallel planning with partner agencies to prevent the criminalisation of children. 10 Point checklist and the policy regarding the decriminalisation of Children has been circulated amongst all partners.</p>
<p>To develop high quality and evidence-based interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the courts, and the public.</p>	<p>The youth justice service will review the effectiveness of current 1-1 and group work approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and over representation needs (e.g. communication and learning styles) are being met whilst working with Northamptonshire Speech and Language worker. This should involve co-production with young people.</p>	<p>The resources that have been reviewed by multi agency staff have had an impact on reducing NYOS reoffending binary rate to lower than National, regional, and family levels and to continue the downward trend.</p> <p>The introduction of alternative to custody panels, targeted training on interventions and youth review panels all contributed to this positive performance.</p>

What we aimed to achieve	Activity Completed	Evidence of success
<p>Strengthen the relationship with operational policing through CIRV (Community Initiative in Reducing Violence), LCSJB and Trauma informed custody and Northamptonshire task force.</p>	<p>Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e., PADS.</p>	<p>The violence referral scheme was a success and is now embedded in practice across all Northamptonshire. The youth prevention panel representatives from CIRV, Early Help, IOM (Integrated Offender Management), PaDS (Prevention and Diversion Scheme) and Social care strengthen and reinforce joint working. The QLIK App now identifies up and coming young people and targeted prevention work can be offered.</p>
<p>Ensure the highest quality though care and resettlement planning are available. Working closely with the designated resettlement leads and relevant social workers (and do this earlier in the child's plan).</p>	<p>Revised approach to Custody and improve resettlement process including embedding new policy and procedures.</p> <p>Promote constructive alternatives to Custody.</p> <p>Amend risk panel process to include Risk of re-offending thereby introducing a multi-agency approach</p> <p>Alternative to Custody Panels introduced.</p> <p>The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers.</p>	<p>The YOS has introduced the Resettlement Policy and appointed Resettlement Lead Practitioners who support case workers in ensuring resettlement is prioritised at the start of any custodial sentence. The YOS seek to engage social care in this process, but this could be improved. The probation service continues to fund a full-time post to ensure the YOS is covered with a professional involved in transfers to adult services as fully and smoothly as possible.</p> <p>A Themed Quality Assurance Audit was completed, a learning reflective discussion held with Managers and teams. There is an action plan in place from recommendation to support improved practice.</p>

Protect the public from harm, decrease in serious youth violence

What we aimed to achieve	Activity Completed	Evidence of success
<p>To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk.</p>	<p>Maintain an accurate NYOS risk register that details all those young people known to the service deemed to present a high risk of harm to others.</p> <p>Strong management oversight of the register will be undertaken through the NYOS risk panel</p> <p>Develop data analysis around violence reduction and re-offending</p> <p>Embed Violence referral scheme (Wellingborough pilot) in place, working with Police to identify early trends in violence / offending and refer to appropriate agencies i.e.PA</p> <p>Undertake Rapid Learning Reviews on previous serious incidents in relation to knife crime and gang related activity. Make appropriate referrals to safeguard self and others.</p>	<p>Weekly Risk Panel calendars are sent out to all YOS practitioners and managers to ensure adherence and attendance.</p> <p>Very high-risk panels are all overseen at senior management level.</p> <p>Our recent YJB data evidence shows a lower rate of serious youth violence than National, Regional and Family areas.</p> <p>The Wellingborough pilot has now been embedded in the whole county approach to serious youth violence.</p> <p>The collaborative work with the police and QLIK app identifies Young people at the earliest opportunity of offending behaviour allowing us to tackle this before more entrenched criminality occurs.</p> <p>Referrals to NRM (National Referral Mechanism) and MAPPA are encouraged to support and protect the young people and others from unnecessary risk and exploitation-based offending.</p> <p>The HOS is a main contributor to 4 Rapid Learning Reviews (CSPR). Learning from these incidents has been cascaded by Quality assurance leads with the support of the HOS.</p>

What we aimed to achieve	Activity Completed	Evidence of success
<p>To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to be reduced.</p>	<p>Quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP. We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the Children's Services, the Adolescent Service, MASH (Multi Agency Safeguarding Hub) and NYOS Police and partnership panel.</p>	<p>The inception of the partnership panel has acted as a conduit to ensuring young people are criminalised at the last resort.</p> <p>QLIK data intelligence has been scrutinised review police interactions to determine whether a young person is on the periphery of crime.</p> <p>We have recently reviewed the MASH and PACE (Police and Criminal Evidence) processes to ensure there is a single point of entry for YOS contribute</p> <p>The HOS in conjunction with the CHRYSALIS foundation are bidding for lottery funding to develop a Trauma Centre specifically for CIC and YOS clients.</p>
<p>To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.</p>	<p>The youth justice service and the National Probation Service will continue to jointly manage cases in transition ensuring consistency in delivery, relationships, and minimising transfers</p>	<p>The National probation service provides full-time probation member of staff ensuring a knowledgeable professional oversees the transition process and that this starts as early as possible, and support is maintained during transition. Transition starts 6 months prior to the YP 18th birthday.</p>
<p>Ensure that the risks are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA).</p>	<p>Implement the MAPPA protocol.</p>	<p>The HOS is a standing member on the strategic MAPPA board and an Area Manager attends all MAPPA 3 cases with MAPPA 2 and 1's attended by and operational manager.</p>
<p>Protect the public from harm decrease in serious violence.</p>	<p>Deliver a multi-agency audit programme (creating a critical friend in quality assurance). Provide support and co-ordinate events with Knife Angel touring Northampton Knife Crime Workshops as part of the Knife Angel Campaign.</p>	<p>The YOS has a series of thematic reviews to look at standards across the service of specific strands of work. So far, the victim and resettlement thematic review has taken place.</p> <p>NYOS provided support workshops and individual consultations to the Knife Angel Campaign.</p> <p>NYOS continue to offer Knife Crime intervention to all identified Young People.</p>

Resources and services

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and the Youth Justice Grant from the Youth Justice Board for England and Wales. The table below outlines the provisional contributions for 2023/24, as some contributions were still to be confirmed at the point this youth justice plan was agreed.

NORTHAMPTONSHIRE 2023/24

INCOME	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Cash	£705,433	£1,606,151	£200,900	£31,974	£80,000	£66,112	£2,690,570
In-kind		£0	£0	£0	£0	£0	£0
Total Income	£705,433	£1,606,151	£200,900	£31,974	£80,000	£66,112	£2,690,570

1. This includes all grants received from YJB

EXPENDITURE	Youth Justice Board ¹	Local Authority	Police and Crime Commissioner	Probation	Health	Public Health	Total
Salaries	£705,433	£1,439,725	£200,900	£31,974	£78,455	£54,411	£2,510,898
Activity costs	£0	£165,391	£0	£0	£0	£11,701	£177,092
Accommodation	£0	£992	£0	£0	£0	£0	£992
Overheads	£0	£43	£0	£0	£0	£0	£43
Equipment	£0	£0	£0	£0	£1,545	£0	£1,545
Total Expenditure	£705,433	£1,606,151	£200,900	£31,974	£80,000	£66,112	£2,690,570









The YJB Youth Justice Grant is provided for the provision of youth offending services with an aim of achieving the following outcomes: reducing re-offending, reducing first time entrants, reducing the use of custody, effective public protection, and effective safeguarding.

The grant, partner contributions and available resources will be used to deliver Northamptonshire youth Offending services improvement plan, supporting the priorities identified for 23/24.

Performance

This section should contain a summary of key performance targets, describing what current performance looks like, what has contributed to good or poor performance, and what the partnership is aiming for in the future.

Northamptonshire YOS Performance Report YOS Management Board May 2023

NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Binary) Jul 2020 – Jun 2021: 21.8% Jul 2019 – Jun 2020: 23.3% Quarterly data ↓ Apr 2021 – Jun 2021: 17.2% Apr 2020 – Jun 2020: 22.4% 	NI 19: Rate of Proven Reoffending by Young People in the Youth Justice System (Frequency) Jul 2020 – Jun 2021: 5.08 Jul 2019 – Jun 2020: 3.85 Quarterly data ↓ Apr 2021 – Jun 2021: 4.80 Apr 2020 – Jun 2020: 2.55 	NI 111: First-time Entrants to Youth Justice System Aged 10 - 17 National PNC Rate per 100,000 pop Jan 2022 – Dec 2022 170 Jan 2021 – Dec 2021 172 
NI 43: Young People Receiving a Conviction in Court who are Sentenced to Custody Jan – Dec 22 0.10 → National 0.11 Jan – Dec 21 0.24 Regional 0.10 Jan – Dec 20 0.20 		Number of Custodial Sentences Local YOS Tracking 2022/2023 4 (3 YP) 2021/2022 8 (7 YP) 2020/2021 13 2019/2020: 6 
Remands to Custody Bed Nights Local Measure 2022/2023: 795 2021/2022: 1215 2020/2021: 606 2019/2020: 971 More STC and SCH due more vulnerable YP therefore costs only slightly lower than 2021/22 		NI 45: Engagement in Education, Training and Employment by Young People who offend 2022/2023 89.8% 2021/2022 89.9% 2020/2021 86.1%* 2019/2020: 82.9% <small>*based on assumption Covid19 had not happened</small> 

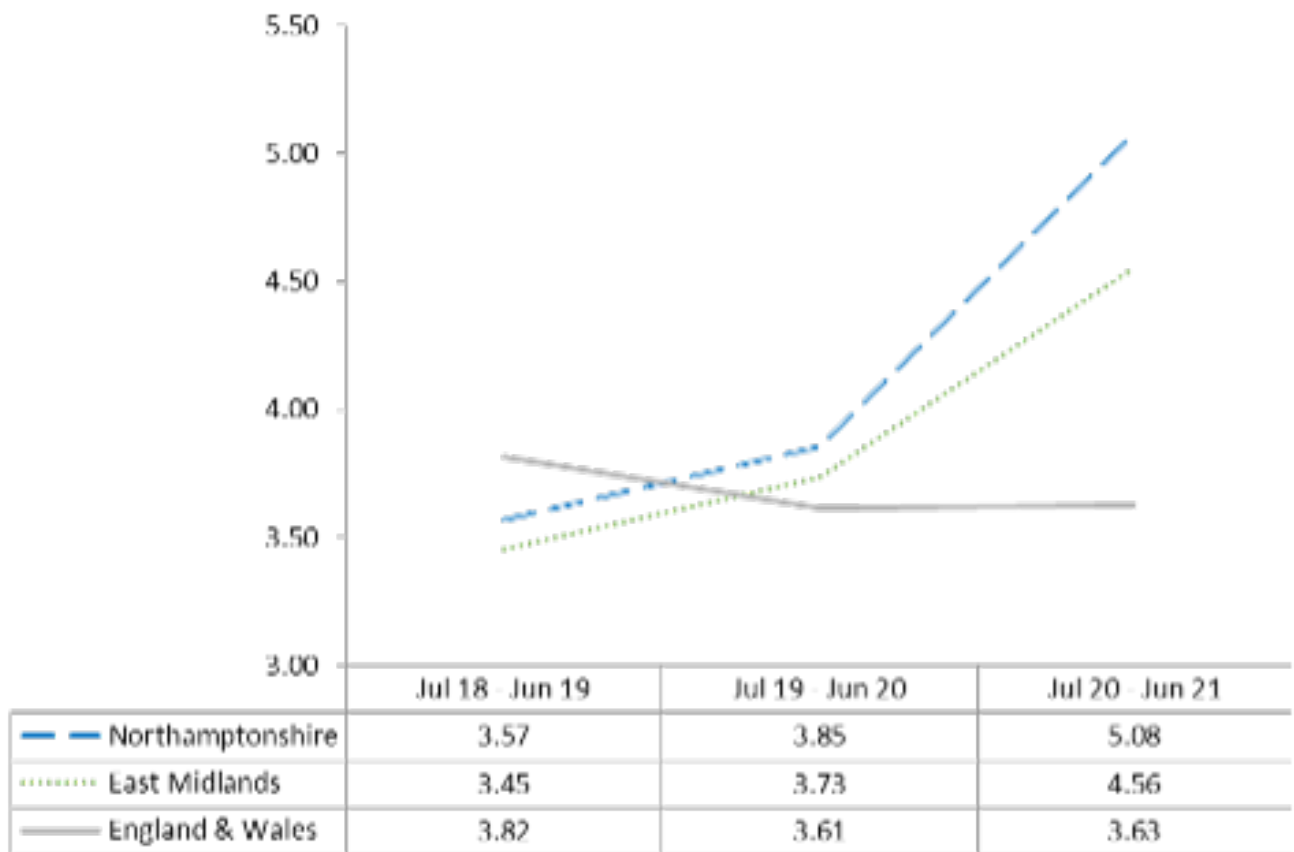
National key performance indicators

Existing key performance indicators

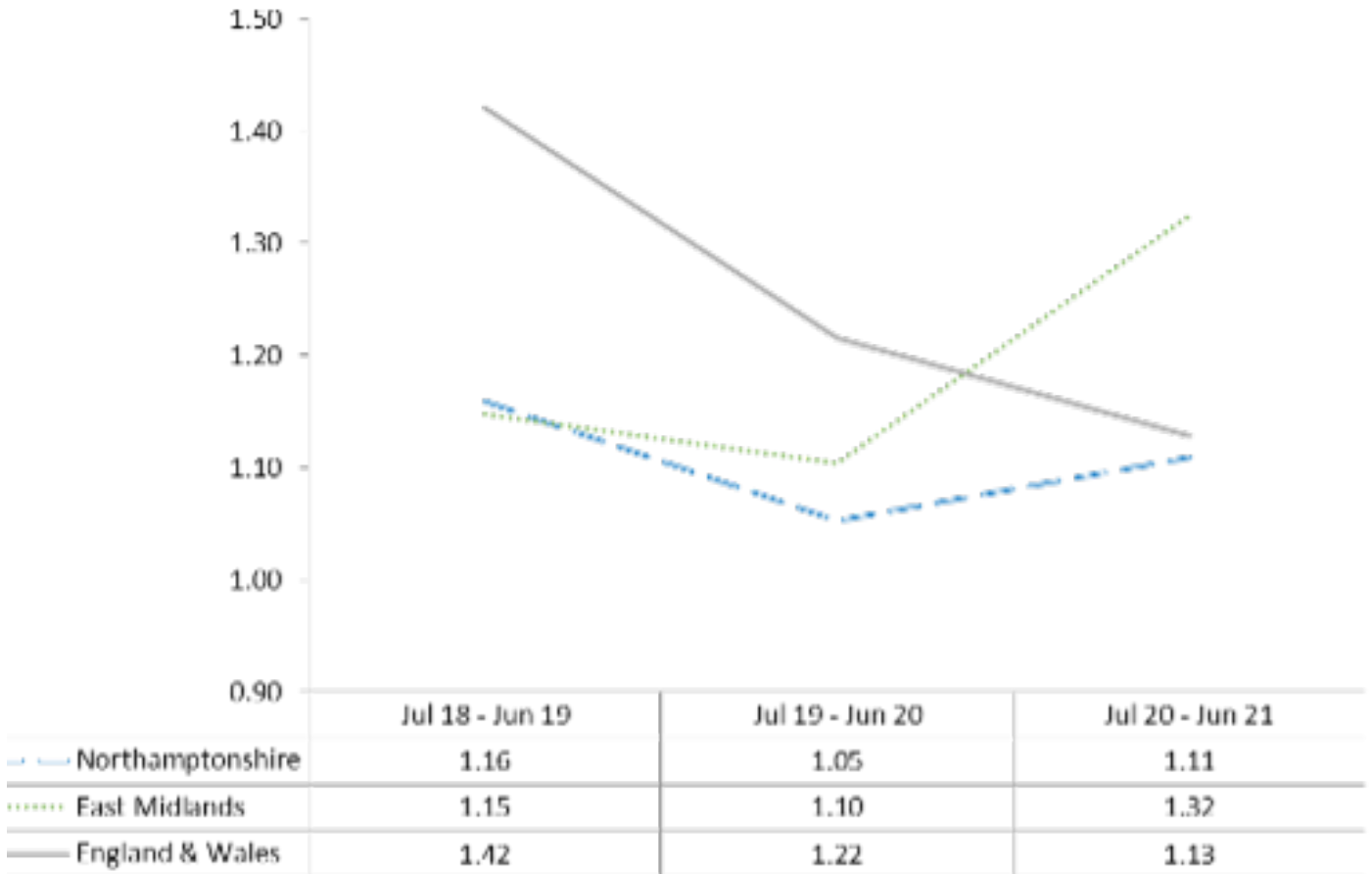
Binary Re-Offending Rate

Annually: Northamptonshire continues to significantly outperform the region, family (28.9%) and national figures. Northamptonshire has reduced the percentage of Offenders re-offending from 27.3% to 21.8% in the most recent data years available.

Average Re-Offences per Re-Offender

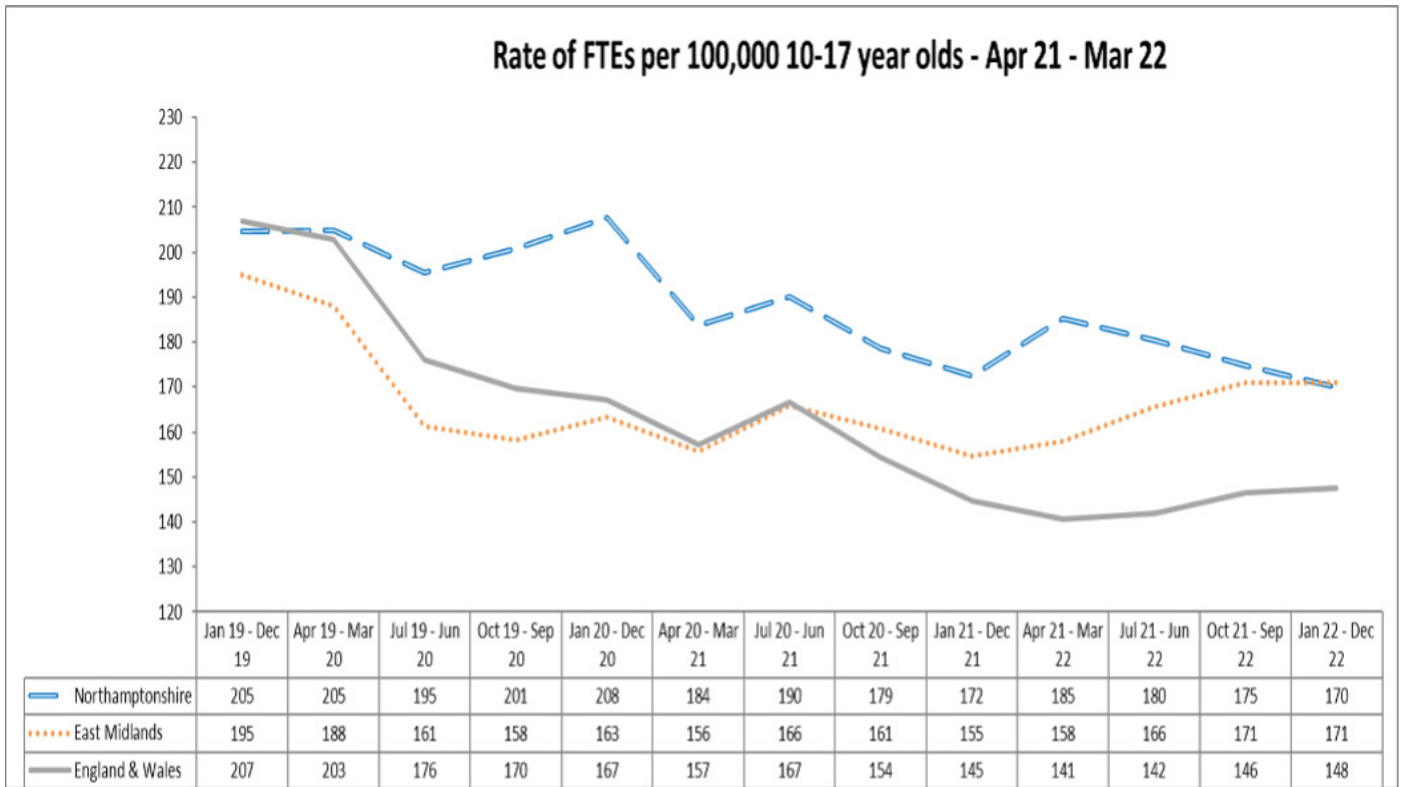


Average Re-Offences per Offender



Annually: high average re-offences per re-offender but smaller cohort than other comparators. Increased from 3.85 to 5.08 in the most recent annual data available. Family is 3.58 in the most recent Annual data.

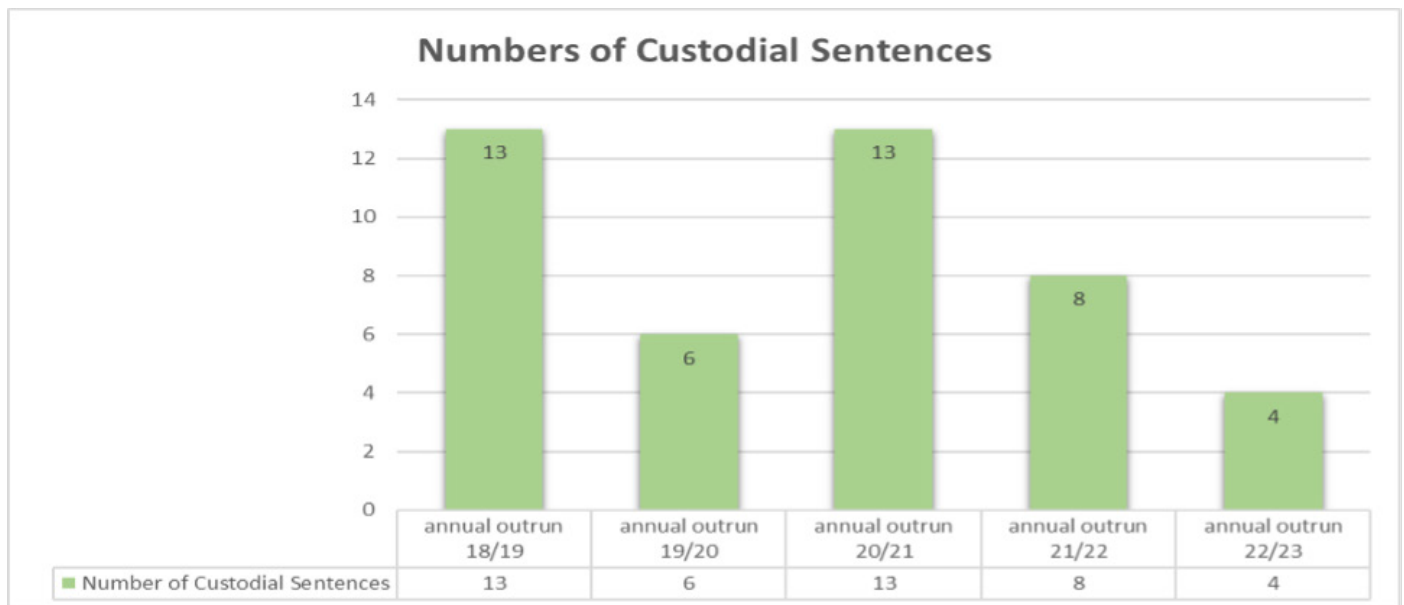
Annually: when looking at total offender cohort average number of re-offences is below the National and Regional figures. Northamptonshire has increased from the previous year in the most recent data available but decreased based on the previous year to that. This is slightly above Family at 1.03



Consistent reduction in First Time Entrants Rate per 100,000 where all other comparators have shown an increase Jan 22 to Dec 22 compared to previous year (Family +23 rate 110 up to 133). Now below regional rate.

Use of Custody

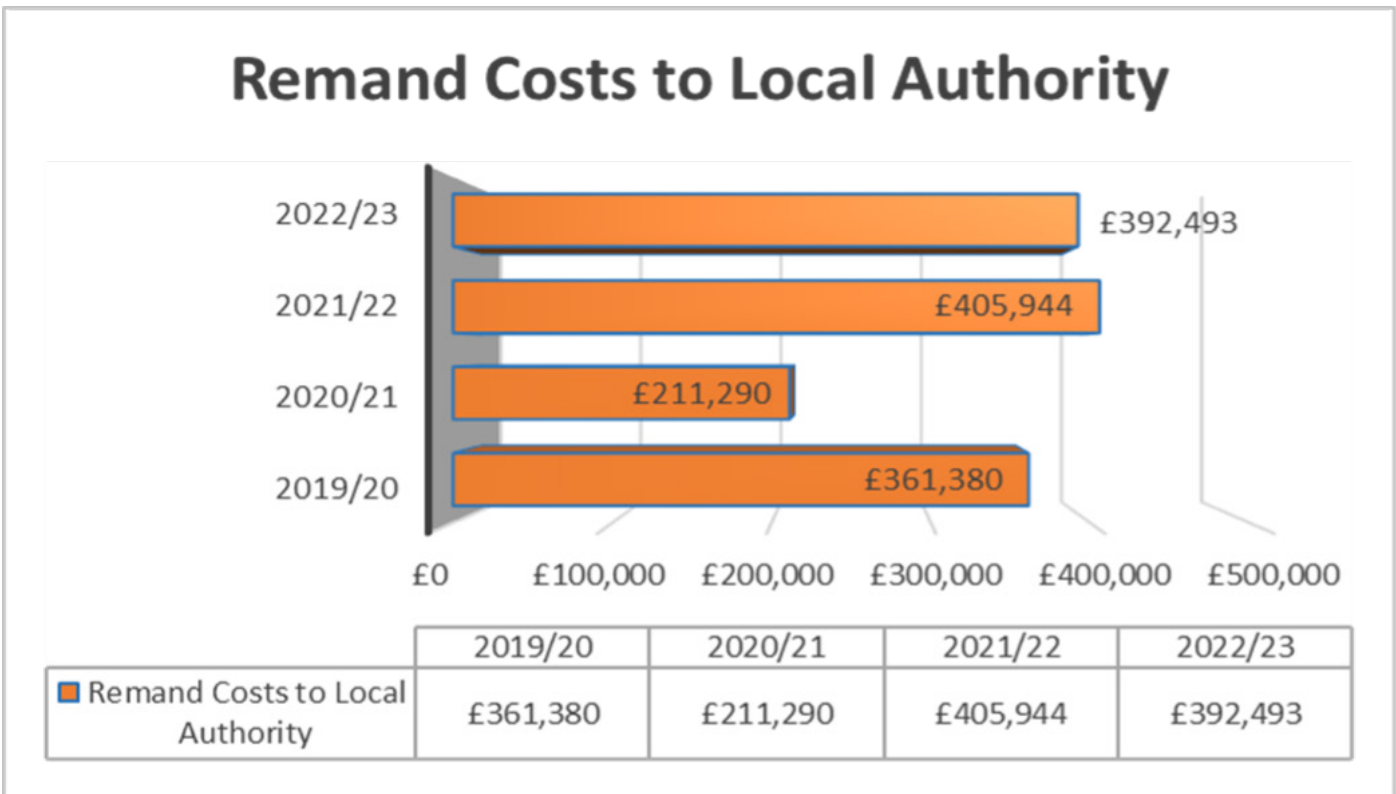
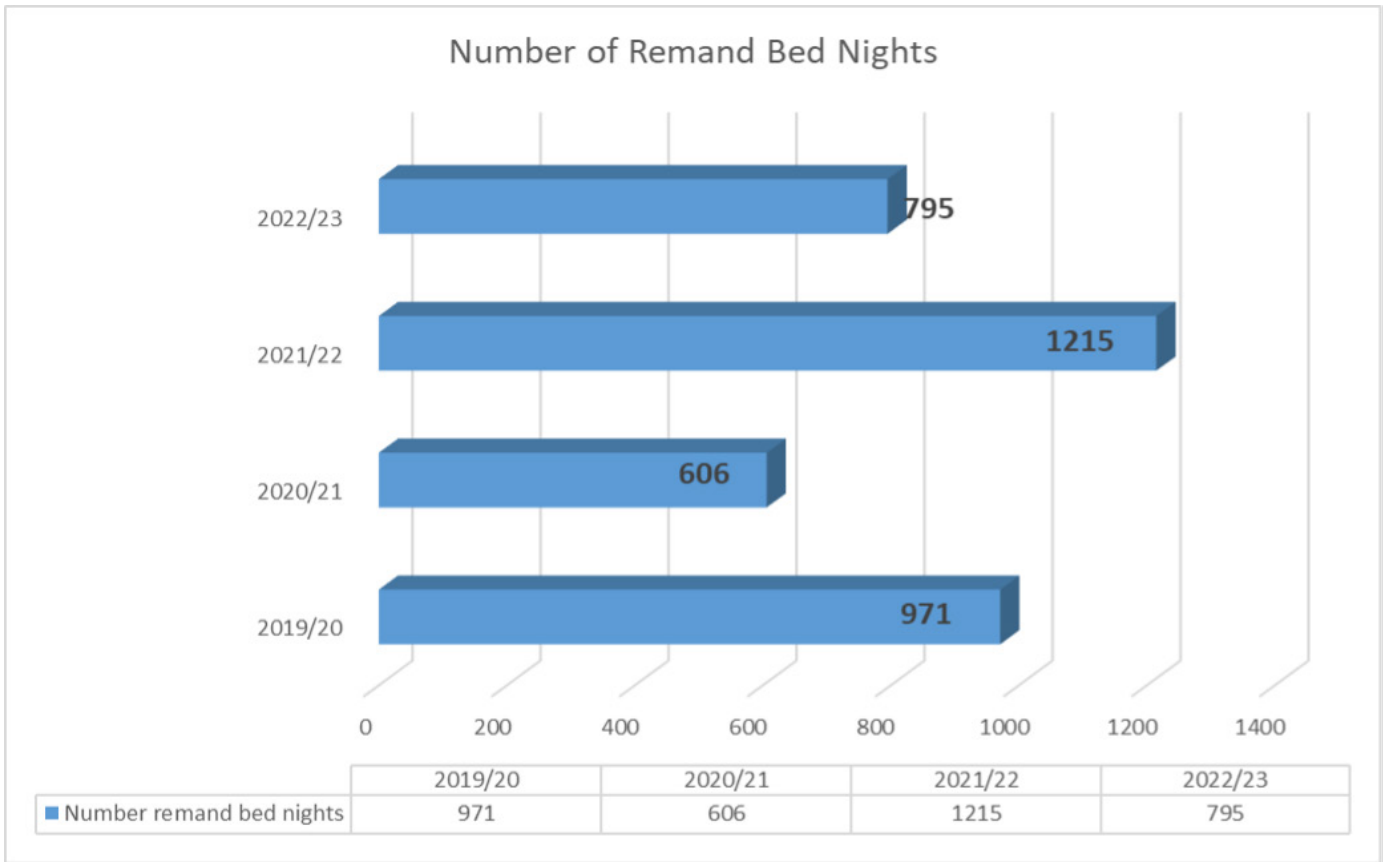
For the Period 2022/23 there have been 4 custodial sentences showing a significant reduction in custodial sentences compared to 2021/22. So far in 2023/24 there has been 1 custodial sentence. We do have 3 young people on remand for serious offences that could potentially, if found guilty, increase the first Custodial sentences for 2023/24. 2 of the 3 have a trial start date of 10/07/23 and one whose next appearance in court is 05/06/23



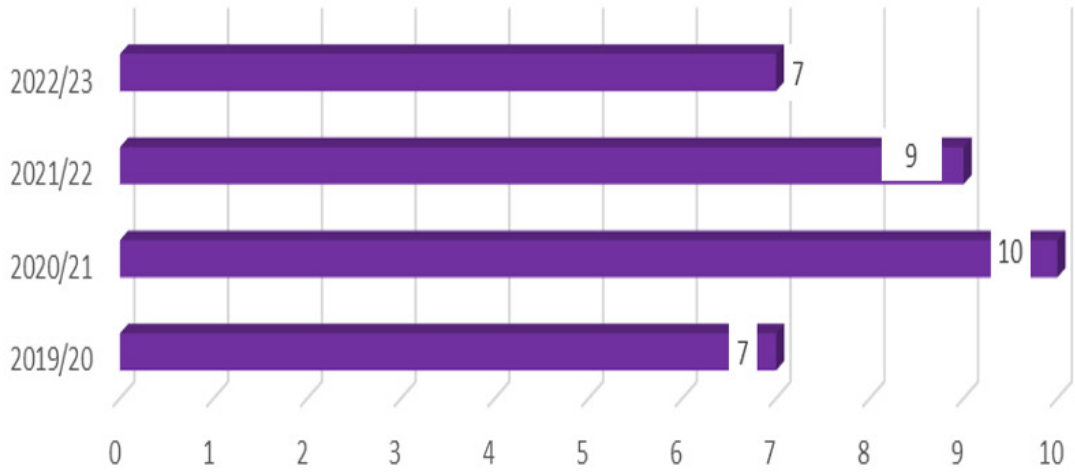
There have been 7 new remand episodes for the 2022/23 period.

- Of these 7 new remand episodes in 2022/23 4 carried over to the 2023/24 with one having been sentenced in April 2023
- The bed nights for 2022/23 have involved 7 young people and remand destinations have comprised of Youth Offender Institutions, Secure Childrens Home and Secure Training Centres
- Of the 795 Bed nights 457 have been at YOI (Young Offender Institution), 218 at STC (Secure Training Centre) and 120 at SCH (Secure Children Home) (Secure Children s Home) (Secure Children s Home) (Secure Children s Home)

Cost of Remands has been close to the 2021/22 levels even though the remand nights have been much less due to the increased use and therefore cost of STC and SCH



Number of New Individual Remand Episodes



	2019/20	2020/21	2021/22	2022/23
■ Number remand episodes	7	10	9	7

Additional key performance indicators (from April 2023)

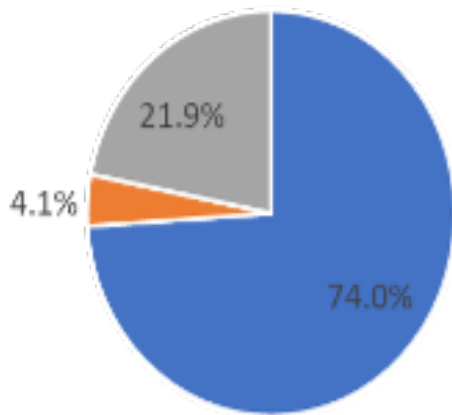
As of April 2023, additional key performance indicators have been introduced by the YJB. The following is an assessment completed for the first two periods of 22/23. This will act as a comparator for when the official data is published by the YJB. Unfortunately, restrictions in reporting requirements have prevented us from being able to complete for all KPIS. We have received reassurance from the system providers that this will be resolved in time for Quarter 1 23/24 reporting framework. The following is a snapshot of the areas we can provide information on. The data is pulled from Asset plus assessments in many sections and does not include data about some the out of court disposals such as CRD's, Outcome 22's or Outcome 20's. This data will relate to YC's and above where the young person has engaged.

Suitable Accommodation & Education and Employment

<p>NI 45: Engagement in Education, Training and Employment by Young People who offend</p> <table border="1"> <tr> <td>2022/2023</td> <td>89.8%</td> </tr> <tr> <td>2021/2022</td> <td>89.9%</td> </tr> <tr> <td>2020/2021</td> <td>86.1%*</td> </tr> <tr> <td>2019/2020:</td> <td>82.9%</td> </tr> </table> <p>*based on assumption Covid19 had not happened</p>	2022/2023	89.8%	2021/2022	89.9%	2020/2021	86.1%*	2019/2020:	82.9%	<p>NI 46: Access to suitable accommodation for Young People in the Youth Justice System</p> <p>Data not yet available new reporting next year as part of new KPI's</p> <table border="1"> <tr> <td>2021/2022:</td> <td>100%</td> </tr> <tr> <td>2020/2021:</td> <td>99.1%</td> </tr> <tr> <td>2019/2020:</td> <td>98.7%</td> </tr> </table>	2021/2022:	100%	2020/2021:	99.1%	2019/2020:	98.7%
2022/2023	89.8%														
2021/2022	89.9%														
2020/2021	86.1%*														
2019/2020:	82.9%														
2021/2022:	100%														
2020/2021:	99.1%														
2019/2020:	98.7%														

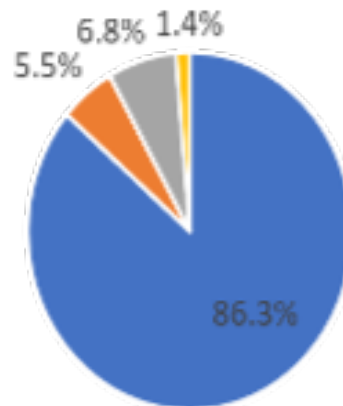
Special Educational Needs and Disabilities/Additional learning needs

Any SEN Identified?



■ No ■ Yet To Clarify ■ Yes

Diagnosed With Social Communication Difficulties

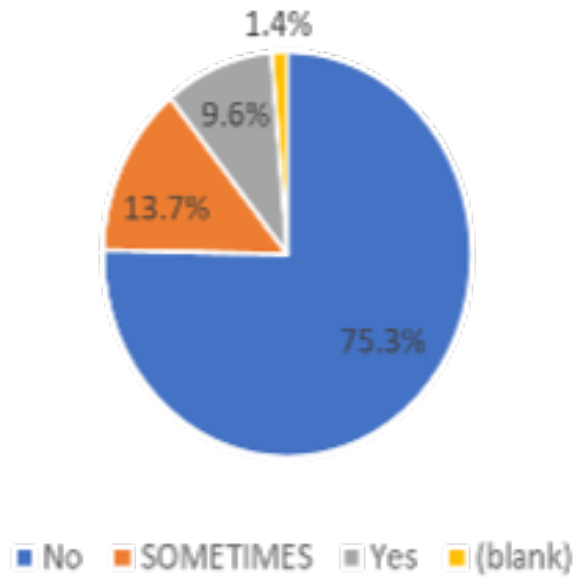


■ No ■ Yet To Clarify ■ Yes ■ (blank)

Any SEN Identified	QTY
No	54
Yet To Clarify	3
Yes	16
(blank)	0
Grand Total	73

Diagnosed with Social Comm. Difficulties	QTY
No	63
Yet To Clarify	4
Yes	5
(blank)	1
Grand Total	73

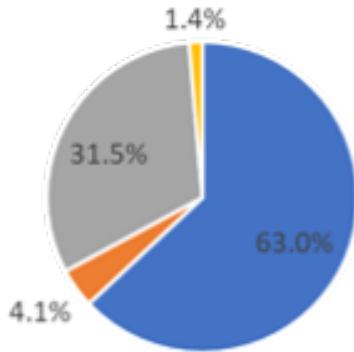
Has a Problem Reading or Writing



Has a problem reading or writing	QTY
No	55
SOMETIMES	10
Yes	7
(blank)	1
Grand Total	73

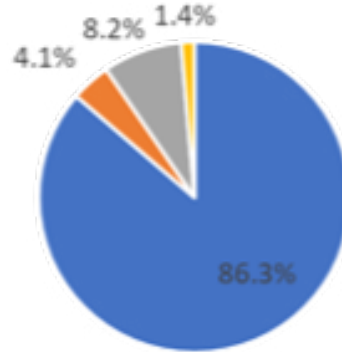
Mental Health Care and Emotional Wellbeing

Any Contact With Mental Health Services



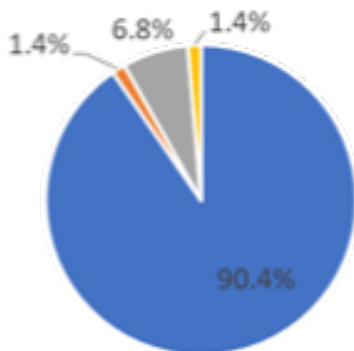
■ No ■ Yet To Clarify ■ Yes ■ (blank)

Feels Constantly In A Low Mood



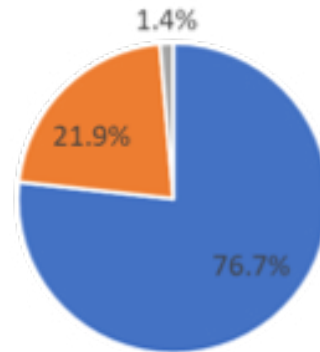
■ No ■ Yet To Clarify ■ Yes ■ (blank)

Feels Hopeless About The Future



■ No ■ Yet To Clarify ■ Yes ■ (blank)

History Of Deliberate Self Harm



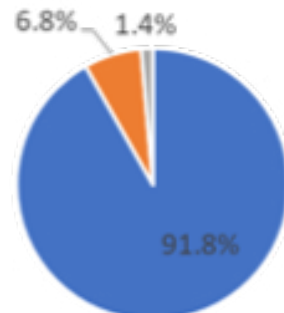
■ No ■ Yes ■ (blank)

Previously Attempted Suicide



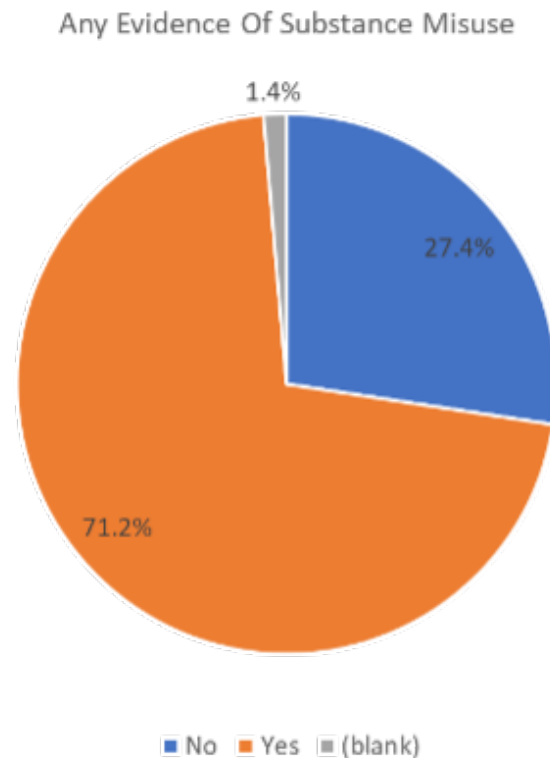
■ No ■ Yes ■ (blank)

Looks Depressed or Exhibits Unusual Behaviour



■ No ■ Yes ■ (blank)

Substance Misuse



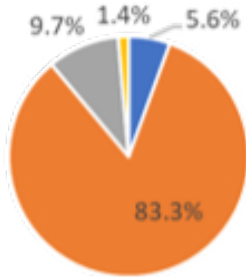
Out-of-court Disposals- Engagement

All programme outcomes Jan 2022 to end June 2022 (211 programmes)	total	%
total completed successfully	91	43.1%
total concluded declined at some point or uncontactable	88	41.7%
total concluded due to further outcome/enforcement	14	6.6%
total concluded for reasons out of YOT control/ other service involvement	18	8.5%

voluntary programme outcomes Jan 2022 to end June 2022 (191 programmes)	total	%
total completed successfully	75	39.3%
total concluded declined at some point or uncontactable	88	46.1%
total concluded due to further outcome/enforcement	10	5.2%
total concluded for reasons out of YOT control/ other service involvement	18	9.4%

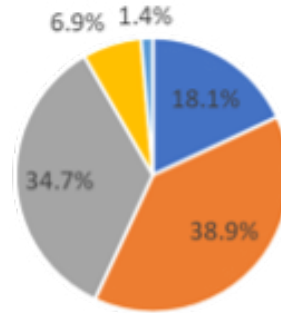
Links To Wider Services

Accommodated By Voluntary Agreement With Parents



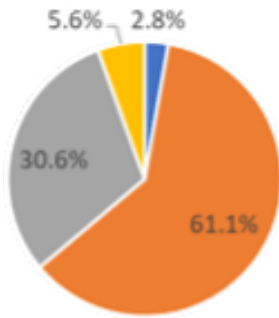
■ Currently ■ Never ■ Previously ■ Yet to Clarify

Any Childrens Services Involvement With Siblings



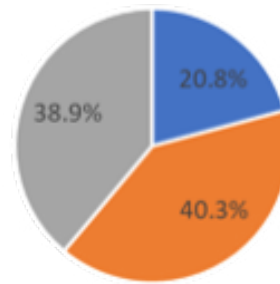
■ Currently ■ Never ■ Previously ■ Yet to Clarify ■ (blank)

Child Ever Had A Child Protection Plan



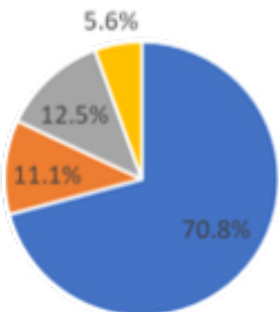
■ Currently ■ Never ■ Previously ■ Yet to Clarify

Identified Child In Need



■ Currently ■ Never ■ Previously

Previous Safeguarding Or PPI



■ No ■ Yet To Clarify ■ Yes ■ (blank)

Subject To A Care Order



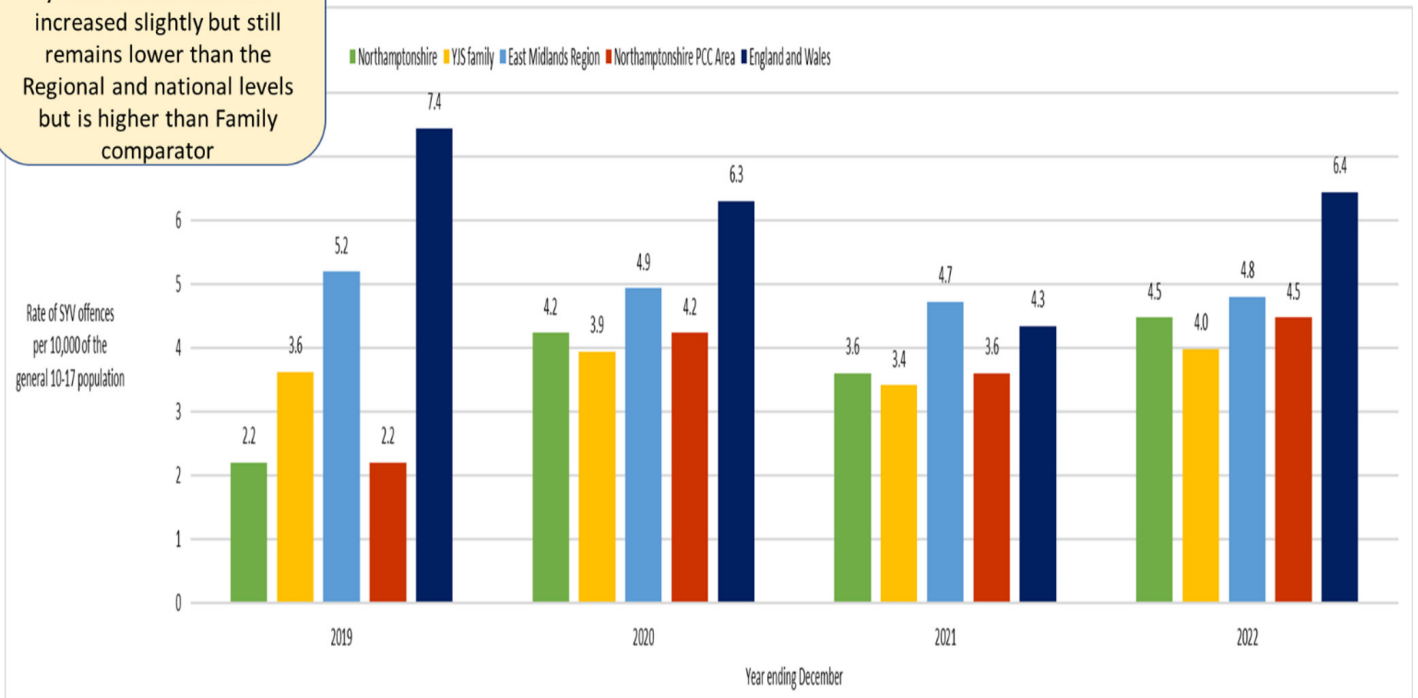
■ Currently ■ Never ■ Previously

Management Board Attendance

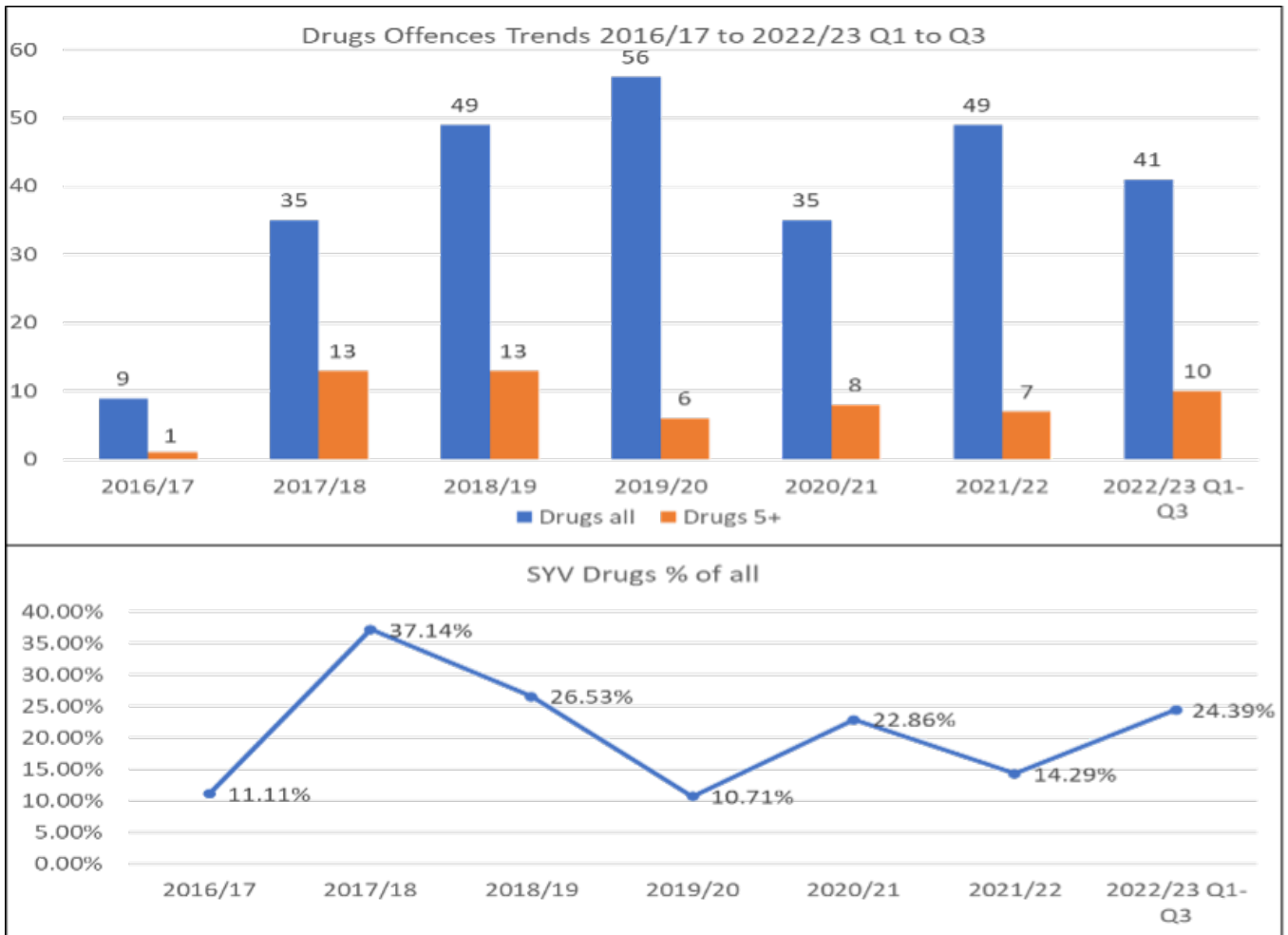
- 18th May 2023 = 11 out of 18 = 61.11%
- 16th February 2023 = 14 out of 18 = 77.78%

Serious Youth Violence

As can be seen Northamptonshire's serious youth violence rate has increased slightly but still remains lower than the Regional and national levels but is higher than Family comparator

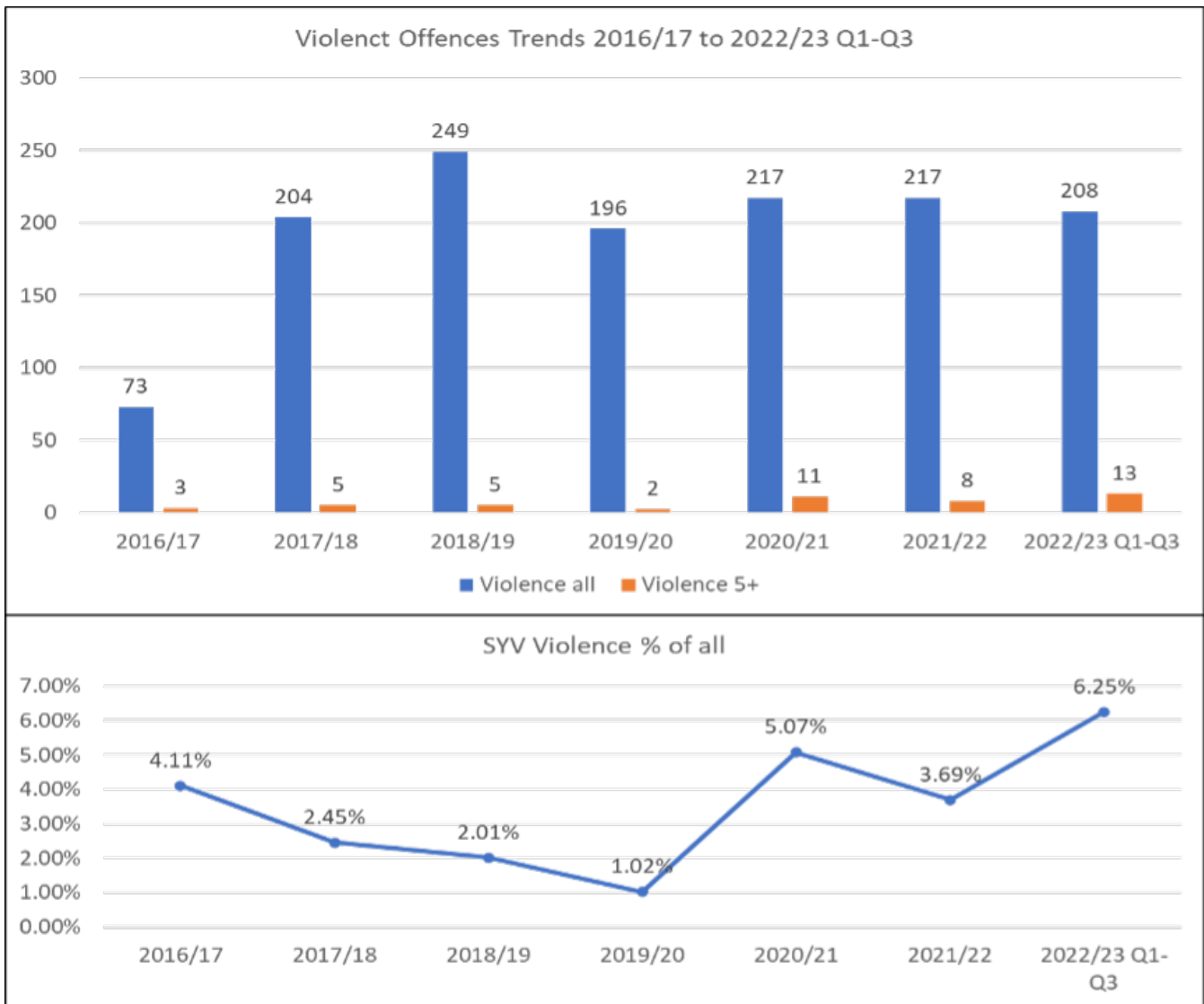


Overall Drugs Offences are creeping back up to 2021/22 levels pending Q4 22/23 data.
As a % of the overall Drugs Offences the serious Drugs offences gravity 5+ are also creeping back up to 2018/19 levels.



Overall Violent Offences are looking to be back up to 2018/19 levels when the Q4 data for 2022/23 is received and almost certainly an increase from last year.

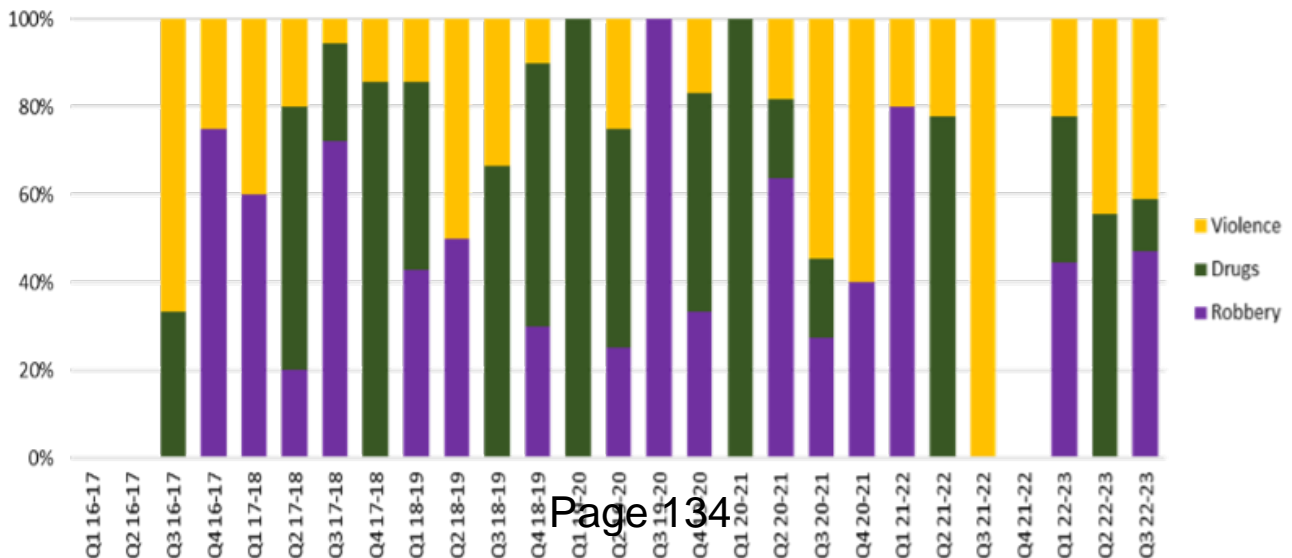
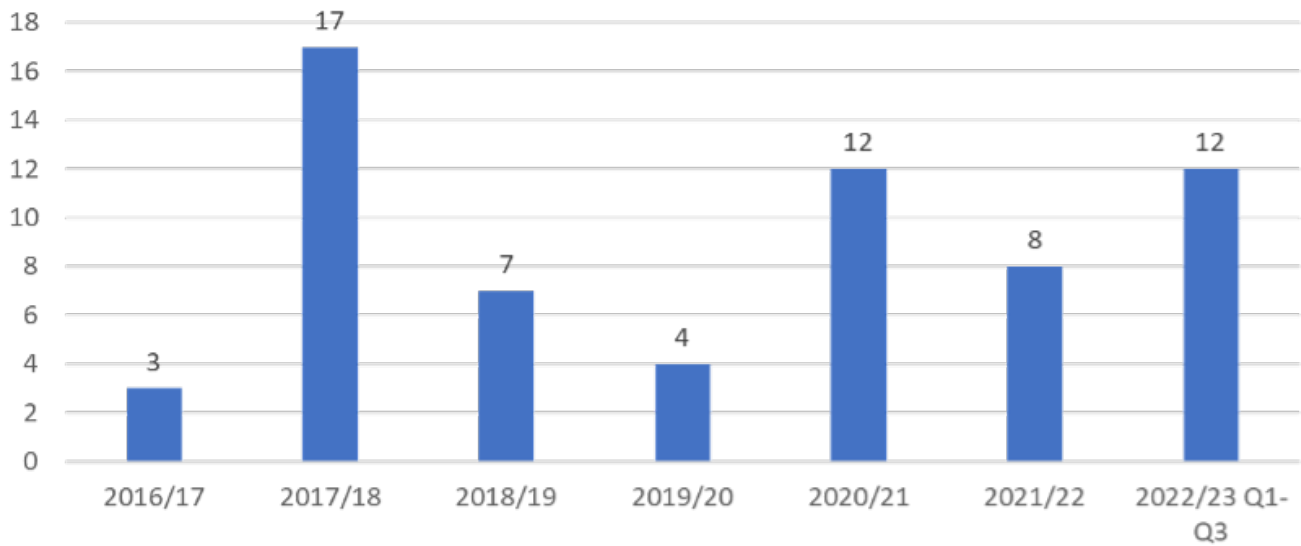
The Serious Violence Offences, gravity 5+, are already at their highest proportion of overall violent offences at 6.25% currently compared to 3.69% last year.



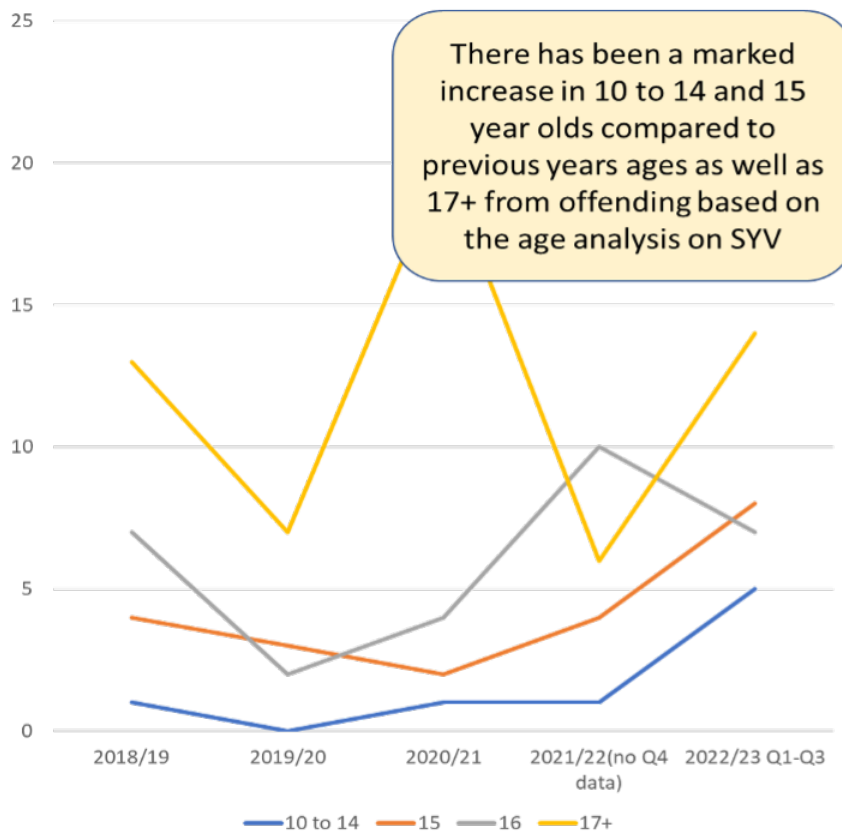
All Robbery offences are 5+ Gravity.
The trend shows an increase back towards 2017/18 peak levels once the final Q4 data is in for 2022/23 and already above last years numbers.

Looking at the comparator of the 3 offending categories of Violence, Drugs & Robbery in 202/23 Q1-Q3 it is clear all areas contribute fairly equally.

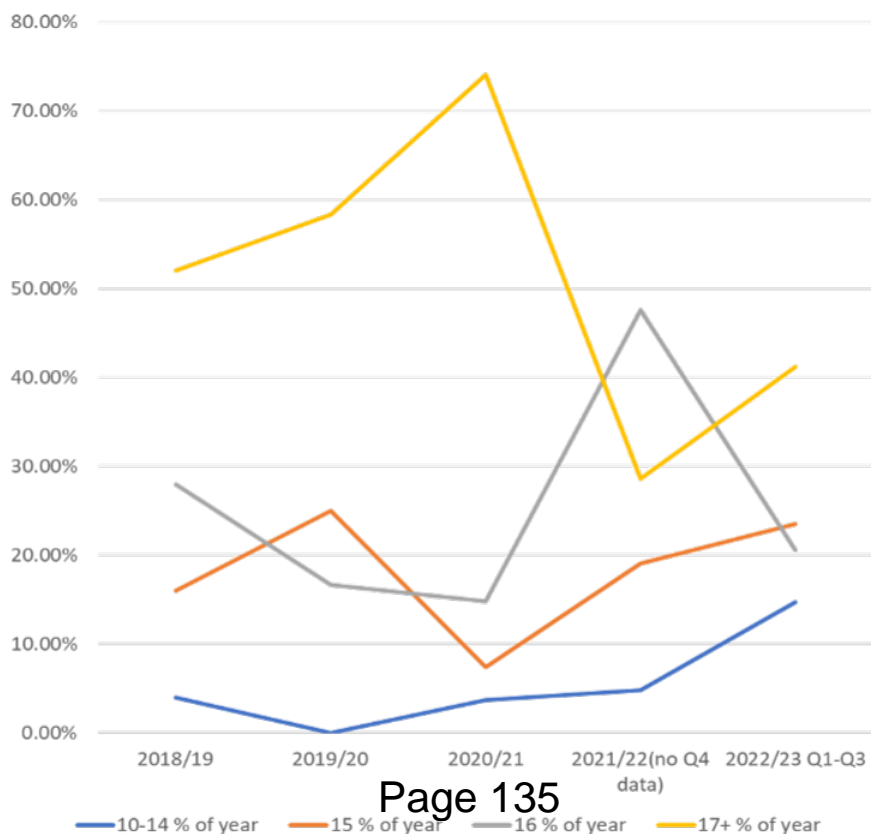
Robbery Trends 2016/17 to 2022/23 Q1-Q3



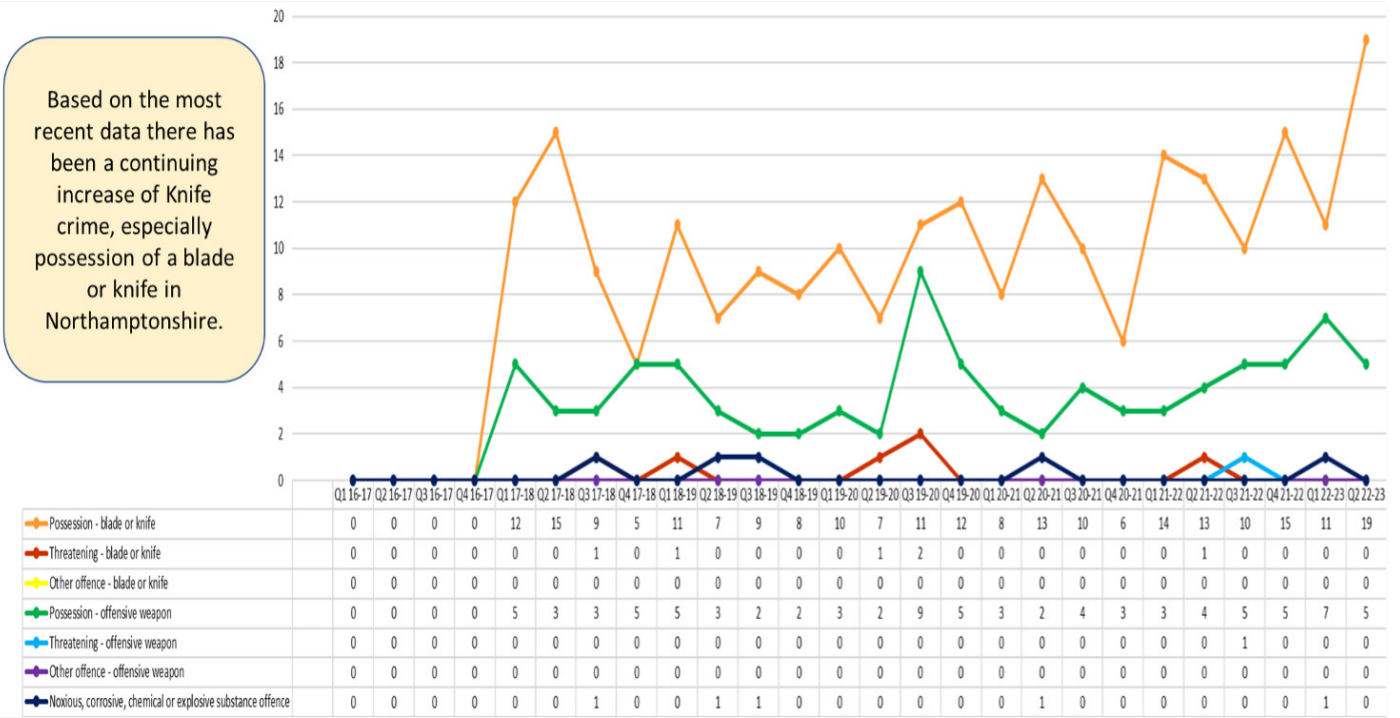
Quantity Of Serious Youth Violence Incidents By Age by Year
2018/19 to 2022/23 Q1-Q3



Age trends as a % of Total Serious Youth Violence Incidents by Year
2018/19 to 2022/23 Q1-Q3



The number of knife and offensive weapon offences with a gravity score lower than 5, Northamptonshire, Q1 16-17 to Q3 22-23



Victims

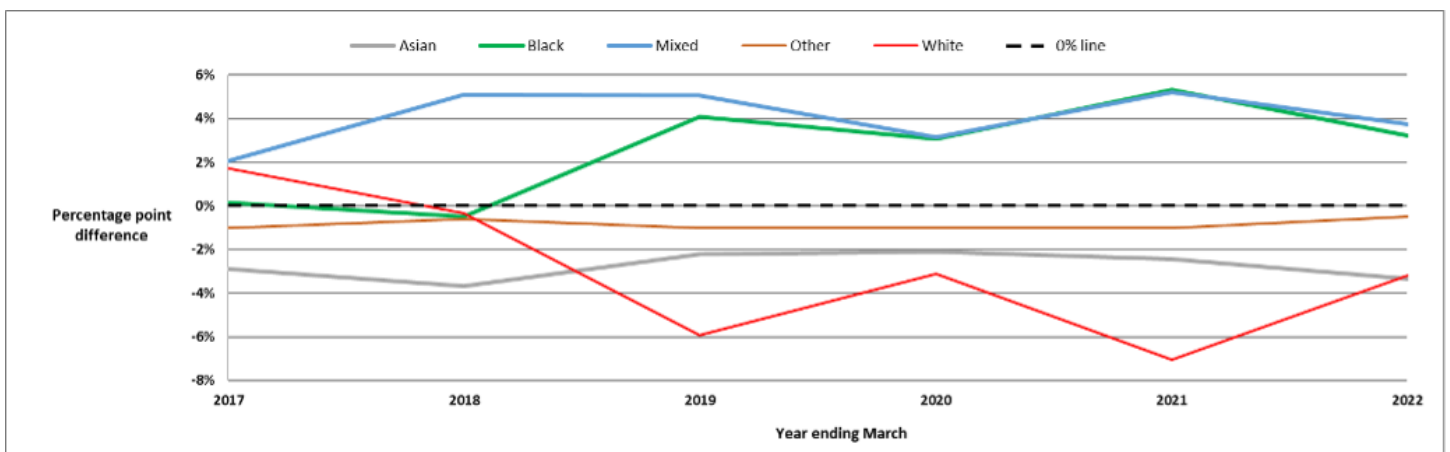
This will be reported in the new KPI run for Q1 2023/24

Children from groups which are over-represented.

Using the most recent data from the Summary Ethnic Disparity Tool we can see this identifies Mixed Ethnicities as being over-represented and Black Ethnicity are also slightly over-represented. Overall, it shows that the Ethnic Minority Group Cohort is overrepresented by 3%/4%. Which is an improvement on recent Years, as can be seen from the graph below, and shows good progress with the Disproportionality Action Plan that Northamptonshire Youth Offending implemented prior to 2022/23.

Ethnic group	2022 Offending Population	Share of total ⁽³⁾	2021 mid year 10-17 population by ethnic group	Share of total % ⁽⁴⁾	% Point Difference	Over-represented and Significant cohort size
Asian	3	2%	3,863	5%	-3%	No
Black	17	9%	4,682	6%	3%	No
Mixed	17	9%	4,274	5%	4%	Yes
Other	1	1%	802	1%	0%	No
Ethnic minority groups ⁽⁵⁾	38	21%	13,621	17%	3%	No
White	146	79%	64,379	83%	-3%	No

Trends in percentage point differences between local 10 17 population and YJS offending population, year ending March 2017 to year ending March 2022(1)



What can also be seen from this YJB data table below is the fact that in higher gravity offences Black and Mixed Ethnicities are more overrepresented.

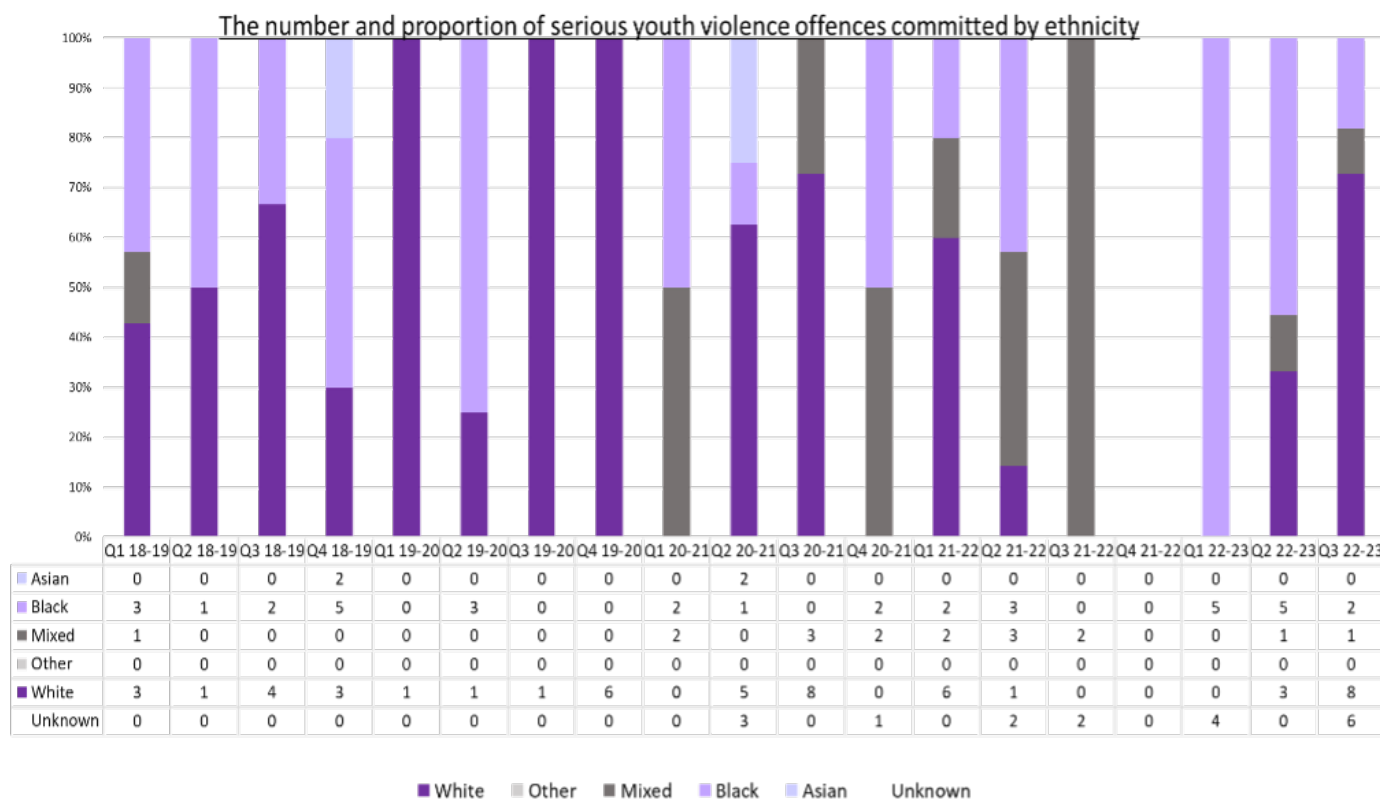
Proportion of offences committed by gravity score, within each ethnicity group

Gravity Score	Asian	Black	Mixed	Other	White	Ethnic minority groups ⁽⁴⁾
1 to 4	100%	68%	77%	100%	85%	74%
5 to 8	0%	32%	23%	0%	15%	26%

Proportion of offences committed by ethnicity, within each gravity score

Gravity Score	Asian	Black	Mixed	Other	White	Ethnic minority groups ⁽⁴⁾
1 to 4	1%	8%	9%	0%	81%	19%
5 to 8	0%	18%	13%	0%	69%	31%

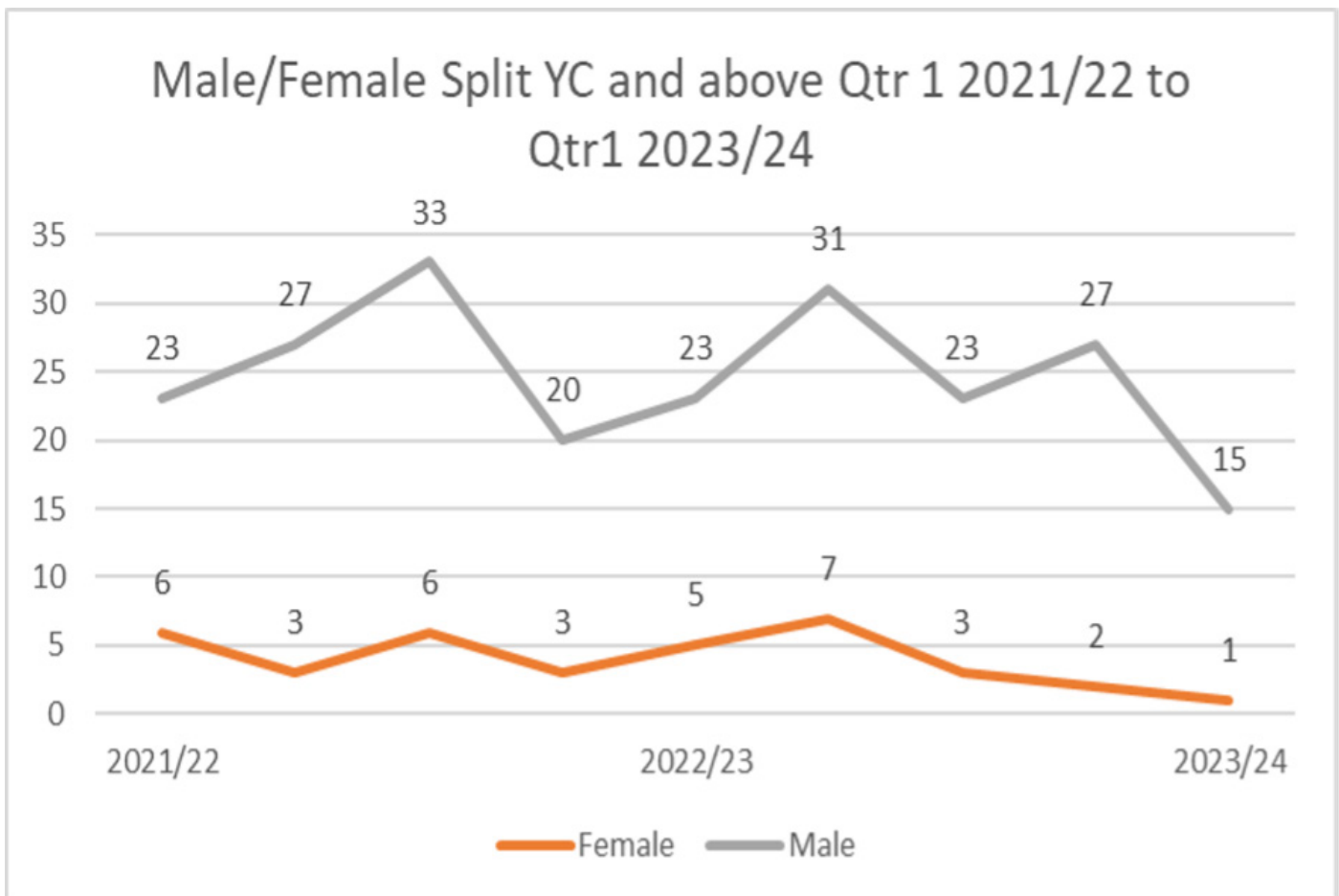
This correlates with the more recent data we see below in the Ethnicity analysis of Serious Youth Violence, although we have seen Black Ethnicities here as more than Mixed, bearing in mind these are based on a small cohort of young people where 1 person can make a significant impact on figures.



Female Cohort

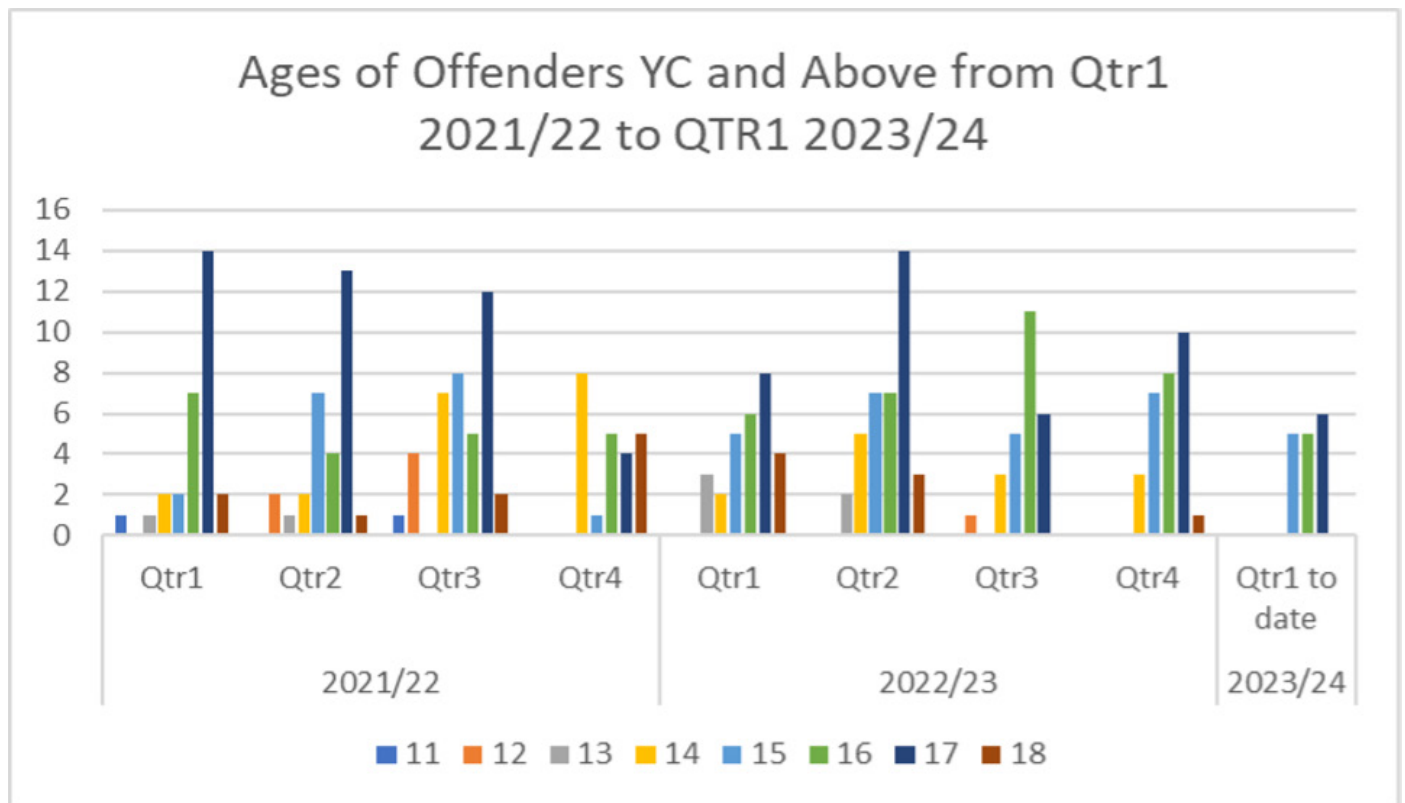
In 2022/23 we engaged in a PEER review on which one of the key areas of investigation was to establish what we initially felt was an overrepresented Female cohort. What came out of this review that Northamptonshire does not have a standout overrepresentation of this cohort and the use of the Girls Group has supported this performance. In 2023/24 our Girls group work is being shared with other Youth Offending Teams which has been instigated through the shared Basecamp Youth Justice platform. Data on our female cohort from 1st April 2021 to 10th May 2023 is below.

Gender	QTY YP	%
Female	36	13.95%
Male	222	86.05%
Grand Total	258	



Age Of Offenders Analysis

Looking at the age groups of offenders receiving a Youth Caution or above it can be seen below that the age of offending is showing some reduction over time therefore our intervention and engagement practice may need to change to be more relevant to this younger cohort. 17 is however still our biggest cohort, at 34%, but purely the increase in some younger ages potentially increases the period in which they could potentially re-offend before becoming 18 and no longer being in the YOS cohort. The 15 and 16 cohort combined represents 41% of the total cohort based on the data below.



Priorities

Prevention

NYOS Prevention and Diversion Scheme continue to offer early targeted prevention work in collaboration with our local Police led initiative CIRV. We take direct referrals from CIRV and offer 1-2-1 tailored interventions to young people who meet the following criteria:

Consent and agreement to engage must be agreed prior to referral being made.

What makes a young person suitable for referral into PaDs (Prevention and Diversion Scheme) for preventative intervention and support?

- Concerns that the young person is engaged in unreported offending behaviour
- Identified as an associate/sibling of others involved in offending, named suspect
- Engagement in violence or aggression in the community or in school
- Links to knife or weapon possession where there is not a direct link to gang activity and therefore does not meet criteria for direct CIRV support
- Escalation of ASB (Anti-Social Behaviour) where enforcement measures are being considered
- What makes a referral into PaDs unsuitable?
- There is already support in place from Early Help Services such as Young People's Service, Strengthening Families or Youth Team
- There is an active crime under investigation with Police for the young person
- There has been PaDs intervention delivered or offered in the last 6months
- All young people referred and accepted are allocated a case worker who will complete an assessment of need, risk, safety, and wellbeing, which will inform and support a tailored plan of intervention. The case worker can support the young person for up to a period of 6months where required, with aim of addressing the presenting behaviours and considering intervention and support for all presenting needs.

Below is some feedback recently received from a parent, which evidences the impact this multi-agency working can have for the young people and families we work with;

NYOS ensure regular attendance within the local Hate and Anti-Social Behaviour Action Groups with the aim of sharing information and offering

Mum described support from PaDs as "life changing as you have not just looked at his behaviours but his additional needs and how we can support him." Mum also stated "I had been saying to school for a long time that X may have further additional needs and they ignored it however you saw straight away that he needed further assessment and referred him to a SALT which has identified a severe language disorder. We are now going to have an EHCP in place which would never have happened, and X will receive the right support in education and at home". Mum feels she and stepdad Rory are now able to parent X "the way he needs to be parented" and although "feeling guilty" for not fully understanding X before, she is now confident in supporting X and "challenging and advocating for X when I need to. Mum stated "X struggles to build relationships due to his ASD however the relationship you built with him in a short space of time was very good which allowed him to trust and work with other professionals. There have been positive changes in him and myself which I thank you for".

support in engaging young people in interventions when they are identified through these groups as involved in ASB or on the cusp of offending behaviours. We are improving our communication with YOS Police to ensure we gain a greater understanding of enforcement action being undertaken and how we can support alongside this to prevent escalation in concerns. Where concerns have been identified and enforcement actions such as ASB injunction or CBO is being considered NYOS attend consultation meetings again to review the behaviours of concern and consider any intervention and support that can be offered to prevent escalation.

As a wider YOS we are supporting with intervention delivery in schools through the serious youth violence programmes.

We have recently received a grant from the Ministry of Justice until March 2025 to support young people on the cusp of offending, through a new programme Turnaround. Our team is made up of a Senior Practitioner and three Practitioners and we are already seeing its benefits and how this gives us the opportunity to work with children and their families using a whole family approach, that would not normally enter the YOS statutory caseload. One case in particular is a young person that was fined at court and is now receiving additional support through our tutors to help prepare him for his GCSE's.

Diversion

NYOS Prevention and Diversion Scheme continues to manage all Out of Court disposals and diversions, referred direct from Police or Youth Court. The team comprises of 12 practitioners, 2 Senior Practitioners and an Operations Manager. We receive an average of 40 referrals per month into the team.

Over the past year we have implemented a multi-agency panel process to provide opportunity for more effective communication and robust decision making. This ensures we are offering an appropriate response the referred crimes whilst taking into consideration the circumstances of the child and the support already in place. The decision regarding Out of Court Disposal remains a joint decision between YOS and Police, however the information provided panel members guides what action is taken alongside any Out of Court Disposal issued.

We have utilised the introduction of Outcome 22 in our area to enable us to offer support and intervention to a young person without the need to use formal outcomes and unnecessarily criminalising or escalating into the criminal justice system.

We continue to develop our processes and will now be prioritising the need to capture the young person and parent/ carer views prior to decision making. To do this we are changing our processes to ensure the young person is provided an opportunity to engage and share their voice from the point of initial referral and throughout.

We use both a summary assessment and ASSET+ to support in assessing and responding to individual needs as well as any key risk, safety, and wellbeing factors.

Northants OOC Scrutiny panel is held twice per year. The Northants OOC Scrutiny Panel is chaired by John Baker, JP, the Chair of the Northamptonshire Bench and includes representation from the Crown Prosecution Service, Police, sentencers (Magistrates), Her Majesty's Courts and Tribunal Service, the Probation Service, the Youth Offending Service (Youth panel only) and the Office of the Police, Fire and Crime Commissioner. Voice for Victims and Witnesses also attend the Domestic Abuse Scrutiny Panel.

The role of the panel is to ensure that the use of OOC's is appropriate and proportionate, consistent with national and local policy, and considers the victims' wishes where appropriate.

The panel review and discuss anonymised case files as a group and conclude one of four categories:

- Appropriate and consistent with national and local guidelines
- Appropriate with observations from the panel
- Inappropriate use of out of court disposal
- Panel fails to agree on the appropriateness of the decision made.
- The outcomes and achievements of the team and intervention delivered are measured in relation to re-offending rates and engagement in support.

In both our prevention and diversion work partnership working is key. We have access to all specialist based within NYOS and work closely with colleagues in Police, Early Help and Children's Social Care. The multi-agency working supports in addressing more complex needs, managing risk, safety and wellbeing concerns but also planning for our exit.

YP – Gary

Between August and October 2022 we received three referrals for Gary into the PaDs for a total of 12 offences of assault, criminal damage and aggravated vehicle taking. The victims of Gary's offending were his mother and siblings. Gary had also engaged in reckless behaviours placing himself at risk. The matters were taken to partnership panel where relevant information was shared regarding family context and Gary's vulnerabilities, an Outcome 22 was agreed with some diversionary interventions to be undertaken with him in response to his offending.

Diversity consideration: Gary is a 14-year-old heterosexual white British male who lives with his single mother and three siblings in the Borough Hill area of Daventry, an area with relatively average crime where violence and sexual offences are most reported. The family live in local authority housing and appear to be of low economic mobility. Gary is NEET and has been for the last three years due to concerns from his mother around bullying. There has been long term CSC involvement and Gary is currently subject to a Child in Need Plan since July 2022. Gary states he has no physical, SEN or SEMH needs, however he presents with significant neurodivergence with traits of autistic spectrum disorder and he has also experience significant trauma through lived experience of substantial domestic violence and a housefire.

Case was allocated to PaDs worker who completed a full assessment with Gary and Mum, liaising with partner agencies to agree a plan of intervention and avoid duplication of other support. PaDs worked directly with Gary to address the reasons behind his offending behaviours whilst social care partners took a wider family approach to address the ongoing challenges within the home. The interventions offered effected changes in the family dynamics, responses to behaviours and supported a more positive, nurturing environment. Professionals worked hard to secure an education placement for Gary, which he is now attending and progressing well. PaDs, referred to H&J to explore support around potential undiagnosed needs and emotional wellbeing, ongoing advice and guidance is planned via Forensic CAMHS consultation. We held regular multi-agency meetings to share update and plans. Gary's level of risk and safety and wellbeing reduced from being high to medium by point of closure. Social care agreed to consider ongoing support through tier 3 family support services as part of their exit planning. School has a good understanding of Gary's needs and have a plan to continue to support his reintegration into education.

There has been no further reported offending for a period of 7months which is a considerable change as we were seeing weekly incidents being reported.

At closure Gary fed back that there had been lots of positive changes for him including being in school, not causing harm at home, he also reported he would feel able to talk to school and mum about any worries in the future. Gary said he learnt a lot about offending, the consequences and impact of this. Gary states that his family know that the support from PaDs has made a big difference for him and they are proud of him. Mum fed back that the level of violence and aggression in the home has decreased dramatically.

Overall, this case is a good example of a multi-agency approach that has achieved positive outcomes for the young person and the wider family.

Education

The local data in relation to Education, Training and Employment on the current open caseload within NYOS is as follows:

- 15% of the total NYOS cohort are current NEET, if we further reduce the cohort to only include post 16 children the proportion increases to 74%.
- 6% of the children are of secondary education age and are currently without a school place.
- Less than 2 % of the children we are on a part time timetable
- 20% of children are eligible for free school meals
- 11% are children in care
- 15% are children current open to children's social care on either Child in Need, Early help, or Child Protection Plans.
- 8% of children currently open have an EHCP (Education Health and Care Plans),
- 12% are assessed as having concerns in relation to social communication
- 17% are identified via the Asset Plus assessment as having SEN or Mental Health concerns.

In September 2022 NYOS implemented a new Education Training and Employment offer. The aim of this is to bring the offer in line with recommendations from the HMIP and Ofsted inspection of ETE services in youth justice and to ensure that we are using our resources to the best advantage of the young people we work with. This offer included the introduction of a weekly triage day for the ETE practitioners and Children are automatically allocated an ETE worker if they are assessed as needing some level of support, or if they are assessed at triage as not needing support there is no ETE worker allocation.

Support offered by the ETE workers includes, liaising with education inclusion and education providers to ensure that every child has access to an appropriate education provision, they work with parents who are home schooling to support with the structure and planning of this, feeding back to the relevant authority where there are concerns that the home education plan is not being adhered to. An example of successes in this area:

RG and MG were not able to access their GCSE examinations due to not being allowed access to school grounds . The ETE worker arranged the young people to sit these exams in the YOS offices. Additionally in relation to CP who has experienced a serious sexual assault and as such was not confident in accessing education, the ETE worker supported the school in developing a plan to re-engage her that is reflective of her needs.

In addition to the 2 ETE practitioners employed by NYOS, the service also commissions tutoring 2 afternoons per week, this is aimed at post 16 children to progress their English and Maths skills.

Over the next 12 months the Education, Training and Employment offer looks to increase the number of post 16 children accessing Level 1 and 2 functional skills in English and Maths, and re introducing the use of ASDAN qualifications, with a concentration on post 16 NEET children. The ETE workers will also be trained to screen for Dyslexia.

Restorative approaches and victims

Within the RJ (Restorative Justice) Team we offer all victims of youth crime an opportunity to have their voice heard and considered in meetings. At risk and Safety Wellbeing meetings there is an update from the allocated victim worker to ensure that the victims needs are heard and acted upon. A member of the RJ Team will attend Alternative to Custody meetings and be involved in Youth Conditional Cautions and Licence condition discussions guaranteeing that the victims need, requests or wishes are included

To ensure that the victims voice is heard in Referral Order Panels we have reviewed the Quick Guide Card panellists use, to include prompts to remember to consider the victims' voice. All Victim Feedback Reports or CPS documents are shared with panellists, so they gain a greater understanding of the victim's perspective. The RJ Team always offers a victim of a young person the opportunity to attend a Referral Order panel, without the young person being there so they can share their story with the panellist.

An innovative approach we have been trialling is discussing the possibility of a restorative face to face meeting with the young person first, a restorative meeting should be agreed by both parties, however what we found in the team is that the victim would request a restorative meeting and then the young person would decline to be involved, leaving the victim feeling deflated and potential re-victimised. Now we ask the case manager to support discussions with the young person first. If agreed we would then approach the victim and explore if this were something they would find beneficial, empowering the victim who has the right to say no.

To make sure that the young person completes interventions related to victims, interventions to address this have been included in the new Intervention Plan. This encourages case managers to consider victim intervention within their work with the young person, even if there is no direct victim.

Planning for group work sessions to address victim intervention have begun, the sessions will include generic victim intervention, with the opportunity for specific one to one session to be delivered after. Within the team we have a First Aid Mental Health worker who can offer support and guidance to case managers if this triggers a young person who has been a victim previously or is currently being victimised.

Reparation activities have further developed, and we are now able to link in with Salcey Forest, Wicksteed Park and the Salvation Army. Offering young people, a greater opportunity to experience different tasks and linking into their desistance factors.

Serious violence and exploitation

NYOS first started working with Barnardo's a number of years ago, however over the past two years we have created a network of champions within the Youth Offending Service who have received in depth, specialist inputs with follow up sessions to keep them up to date with case law, NRM developments, Child Trafficking Indicators and the Independent Child Trafficking Guardianship (ITCG) Service. We meet on a 6-weekly basis and cover some of the more complex elements that we are likely to need to understand. They also provide an opportunity to share further knowledge and information. Our NRM champions have then been able to give some of this advice within NYOS to make it sustainable. The more complex cases would still come into Barnardo's for support, but some of the others can then be managed by the 'champions' within the service to build service capacity and knowledge within the YOS.

NYOS is also a core panel member at the multi-agency Vulnerable Adolescent (VAP (Vulnerable Adolescent Panel)) panel. Services specifically for young people have developed rapidly in recent years on the back of widespread recognition that young people present complexities, which often exacerbated by outside influences and require a multi-agency focus. The proposal for establishing the Vulnerable Adolescent Panel in Northamptonshire was in recognition that children and adolescents today require support and high-quality interventions to reduce the risk they will be exploited, which would commonly come under the umbrella of contextual safeguarding. The Vulnerable Adolescent Panel is in the first instance a preventive process and a vehicle where appropriate for children and young people who come to notice to have the necessary support that improves their outcomes and life chances.

There are a considerable number of children and adolescents that are discussed in more than one panel, these are the most complex and at risk of harm. The Vulnerable Adolescents Panel aims to replace and cover all forums that discuss the following:

Exploitation and online abuse.

Missing Episodes

Gang involvement

County Lines

Radicalisation.

Trafficking and Modern Slavery

Female Genital Mutilation

One of our Area Managers is also the Deputy Chair of Prevent

We work closely with 2 Social Worker's employed as consultants at both West Support and Safeguarding Services and North Support and Safeguarding Services who support Social Workers with completing exploitation assessments and plans. We meet up with them monthly and they are also invited to our Risk and Safety & Wellbeing panels.

Currently under development in Northamptonshire is the new Partnership Child Exploitation Hub. This will bring together all existing resources across partners to form a new specialist service. NYOS will have bespoke prevention YOS officers working within the hub to support the need for earlier identification and intervention support.

The new Turnaround Programme works closely with the Police and recently we have worked in partnership with them during their weeks of action around Violence Against Women and Girls and Knife crime. This has resulted in some of those children and families receiving support through this new initiative.

A cross section of YOS workers is involved in delivering a multi-agency approach to educate young people about drug harm, knife crime, violence against women and girls, the laws around setting and serious violent crime. Students heard an audio of a witness statement and the perpetrator boasting about the incident before being split into groups to participate in an interactive classroom session to discuss the consequences of all involved in the offence. After the session, pupils spent time learning about the roles each agency has within the legal and social care systems and how they support young people affected by crime.

One Year 9 student commented: "This was an interesting and educational day as we did not know a lot of things about the law for young people, it does make you really think about the consequences and how it can affect you".

Detention in police custody

NYOS have been working in partnership with Northamptonshire Police to decrease the numbers of young people detained in Police Custody and in the event, they are detained the surrounding they are detained to are less likely to provoke a trauma response. In collaboration, NYOS and Northamptonshire Police have altered custody suites using a trauma informed practice. It has been recognised that a high proportion of the children brought into custody are likely to have suffered trauma or an adverse incident. We know that experiencing trauma or prolonged stress in childhood can affect the behaviour, disposition, and development of children, and lead to risk-taking, offending behaviours and self-harm. Being more trauma-informed prevents replicating traumatic experiences and avoids custody staff adding to the chronic stress their youngest detainees are already likely carrying.

As well as changes to the risk assessment at point of booking the detainee which enquiries around neuro diverse issues and the changes to the physical environment within the cell, other actions are undertaken when a child is brought into custody. A 'Golden Hour' email, now known as the 'Juvenile Notification Certificate' is sent to several partner agencies including the MASH (or EDT (Emergency Duty Team) if out of hours) CIRV, YOS, OPFCC (Office of the Police, Fire & Crime Commissioner) (Office of the Police, Fire & Crime Commissioner) (Office of the Police, Fire & Crime Commissioner), Liaison and Diversion. This allows for the feedback of information to the custody staff in relation to the child and best ways to treat them whilst in custody. It can trigger a visit from CIRV and between 8 am and 8pm Liaison and Diversion Health staff will visit and engage with them. There is a bespoke room in custody for this to take place which is more appropriate than the cell environment. It also triggers up to 13 weeks of intervention by OPFCC bespoke youth workers and mental health services. By adopting a trauma informed approach, we aim to have the most engaged and positive approach to the interview process by the child and thus maximise our opportunities for out of court disposals to be used.

It is also recognised that Northants has a high number of children within the justice system. A substantial number of children are pleading guilty at first hearing and would have been eligible for an out of court disposal had they admitted the offence whilst on interview. Work is now ongoing between the custody department, the LCJB and the Justice Department to ensure that we are maximising the use of out of court disposals and other YOS interventions whilst keeping as many as possible out of the justice system. This is being done with the support of solicitors who are often having to advise their clients without a full understanding of the case the police have against their client. This leads to no comment interviews and thus no option to refer to YOS.

At a recent meeting, the YOS have proposed a telephone helpline that officers can call prior to any decision to arrest. To offer options and assistance to the officer and family rather than arrest. Going forward NYOS has requested a grant from the Serious Violence Duty. This grant would be to employ two YOS workers based in Police Custody. It is believed these posts will promote Out of Court Disposals and can advise solicitors and custody Sergeants of the appropriate sanction. We would also like to increase the use of voluntary interviews.

NYOS have continued to commission the services of the "Appropriate Adult Service" to manage all Appropriate adult requests and manage PACES. The Service Specification relates to the provision of Supporting Children and Young People through the custody and courts process by provision of an Appropriate Adults Service. The service is commissioned to operate 24 hours per day, seven days per week, and 365 days per year.

The Appropriate Adult Service performance for 2022/23 is as follows :

721 young people were supported by an AA provided by TAAS

The average response time for an AA to attend was 29 minutes (target is to attend within 1 hour)

66 % of young people said the support they received by TAAS was excellent

Quarterly contract review meetings have been held. This is led by the Commissioning and Strategy Service, and attended by the Head of Service YOS, Team Manager NCT EDT, Northamptonshire Police Custody Contract Manager, Regional Manager TAAS (The Appropriate Adult Service), Data Lead TAAS. There are no significant concerns with the service being provided by TAAS. Feedback from the Youth Offending Service, Emergency Duty Team and Police Custody has been the service is good. The response to a request for an Appropriate Adult is not only fast but also actively supports and advocates for the young person whilst in custody.

A recent example of good practice is:

Job number 169317.

Juvenile 15 arrested - PWITS.

Had previously been in Custody before. He said he couldn't relax in the cell, but said it helped having someone to talk too, as he's mum had refused to attend.

I arranged for cereal bars (we discussed the ones he liked) juice and something to read as he had refused food for the 5 hours he had been in. He said the reading would help pass the time. He said he felt better after speaking to the AA/ Solicitor and CID.

276649

"This dp was a juvenile who had been arrested for murder, he was visibly scared and shell shocked after his interview we had a consultation and he opened up and began crying telling me how scared he was, we spoke for a bit and I consoled him. after he had his charges read out to him we had another consolation in where he broke down again once again i consoled him and he asked if he could just wait and talk a little before going back to his cell. he thanked me for being there to talk and for being able to keep him out his cell a little longer so his head wasn't in such a dark place

Below comment from 16 year old juvenile I saw on the 29th March – 277963

"I was incredibly nervous and anxious about what was happening but now I feel a lot calmer"

Remands

Northamptonshire YOS have a designated Court Team consisting of four Case Managers and two Assistant Court officers. We have a local process that is followed by the team and shared with the wider service for weekend remand courts and bank holidays.

We have a quarterly remand rota which provides consistency for Court staff, Magistrates, young people, and social care.

We have a system known as the 'Golden Hour' which is a system to share information related to children in Police custody. This can include details in relation to health and allows us to prepare ahead of any potential remand hearings.

In the morning, the staff on the rota will contact Custody (Police and Court) to check if any under 18's are in Custody and to gather information. A request for Pre-sentence disclosures (PSD's) is sent to the Crown Prosecution Service (CPS) immediately which enables us to secure those prior to meeting the child in Custody.

We have effective working relationships with CPS solicitors and legal representatives. The Senior Manager and Operations Manager with oversight of the Court Team, have regular meetings with NCT Placements and Commissioning. These meetings review the children we have remanded into Youth Detention Accommodation and those in Youth Detention. When we have a child in Police custody and an application for remand could be made, we contact Placements and Commissioning to ensure that a plan can be agreed at the earliest opportunity.

A check of NCT Social care system is completed by the ACO's, and if the child is known to social care, we contact the allocated social worker before the Court hearing.

This collaborative approach provides us with the opportunity to work with partner agencies to create and present a robust, alternative to Custody package in Court. A bail assessment is completed, and, with management oversight, a package is put in place to reduce further offending, protect the public and to offer an alternative to remand.

For each child remanded to Youth Detention we will allocate to a Case Manager and Resettlement Lead within one working day. They will attend the Initial remand planning meeting together and the resettlement process will start with immediate effect. This includes preparing for any subsequent bail applications the child may make. For the more complex young people, we will hold multi-disciplinary bail preparation meetings to explore risks and how to manage those within the Community. This enables us to proactively, seek in supporting a child with bail.

NYOS Senior managers are working jointly with Police Custody sergeants to encourage and support the use of PACE transfers and to reduce the number of children being held for remand court.

The Common Platform has been launched in Northamptonshire on 16/05/2023. NYOS Court team and managers can now access Court listings and information within our area more readily. We will be better equipped to swiftly track a child through the Criminal Justice system due to having access to Court listings nationwide. This enables us to better plan, prepare and liaise with other agencies, inclusive of out of county local authorities and Courts.

Use of custody

Currently NYOS has 3 young people remanded in Youth Detention Accommodation and 3 sentenced to Detention and Training Orders.

Processes have been put in place to manage and reduce the numbers of entries into the secure estate. Referral Order Custody Threshold panels and Alternative to Custody Panels work well as partner agencies are invited to attend and contribute towards both a proposal for sentencing and interventions. These plans are continued to be reviewed during throughout sentence planning and Risk and Safety & Wellbeing (R&SWB) panels post sentence.

At the point of a young person entering the secure estate either through a remand to Youth Detention Accommodation or sentence, a resettlement case manager will be co-allocated to the young person. The resettlement worker will attend all relevant professional meetings and specifically remand/sentence planning meetings and R&SWB panels to ensure that specific plans are in place to ensure a smooth transition back to the community.

Upon a young person entering custody through a remand, they automatically become a “looked after” child and as such are allocated to a social worker whose role is to undertake an initial assessment. NYOS will notify the local authority when this occurs. As with all remands/potential releases, such as bail applications; the local authority placements team will be notified and where possible, pre-planning will take place to ensure that the young person has a suitable plan in place. Again, R&SWB panels are used to monitor progress along with other relevant meetings.

Where it is deemed appropriate, representatives from National Referral Mechanism, Barnardo's, will be invited to contribute to Custody Threshold meetings, R&SWB Panels, and release planning meetings. There will be occasions whereupon a young person's R&SWB concerns are unable to be managed adequately within the home area and in the event of them being released, there will be a necessity to liaise with other out of area agencies such as Home YOS, local authority, and a placement provider.

In terms of development, Release on Temporary Licence has been identified as an area which to date has not been used to its full potential within NYOS. This practice has several potential benefits in terms of preparing a young person for release following an extended period in custody and for a young person to demonstrate their motivation to adhere to conditions. This can also be implemented to support attendance and college interviews, specific family events etc.

Constructive resettlement

Northamptonshire YOS have designated Resettlement Leads within the Court Team. The Resettlement leads within YOS will be assisting Case Managers and young people by providing a guidance service around what is best practice, facilitated through partnership building.

NYOS have Positive Resettlement Guidance 2022, which focusses on implementing the principles of constructive resettlement via specific pathways. These include a focus on continuity for children before sentence or remand, through period in Custody and upon release.

There is a specific focus on the child being fully involved in the resettlement planning. During every planning meeting held in the custodial establishment, the allocated Resettlement worker will be present to act as an advocate for the young person and accurately record the meeting decisions. The tracker will be shared with the young person after every meeting to ensure that they are informed and empowered to take ownership of their sentence and resettlement. The Resettlement tracker titled ‘My resettlement pathway- what my life will look like after prison/care’ is a young person friendly document containing all the relevant information a child should need during their time in Custody. It contains information on all key areas of resettlement, a guide to how remand and sentence planning meetings are held and who is in attendance. This is updated each month with the child. All professionals working with the child both in Custody and in the Community should contribute to this pathway plan.

The key areas focused on within the resettlement tracker are;

- ROTL
- Accommodation
- Education, training, and employment
- Substance Misuse
- Health
- Finance/Budget and/or debts
- Family relationships

A key area of development within Resettlement is the focus on improving the use of ROTL. This should be considered for every young person, and we are committed to improving how we plan and implement ROTL arrangements. An example of this would be using ROTL to allow a child to be introduced to a potential placement and to facilitate introductory meetings with professionals they may be working with when they return to the Community.

The Resettlement worker will support the Case Manager in determining appropriate license conditions using the assessment and resettlement tracker. This will include ensuring that placements are considered at the earliest opportunity, this includes alerting placement services to release dates and liaising with social care. This will promote a timely and robust plan for the child upon release and allow them to become familiar with their potential placement several weeks prior to release.

Resettlement can be challenging, a case example of this would be 'Child L'. He was sentenced to Custody for his first conviction. He was overwhelmed and reluctant to engage in the initial planning meetings and subsequent review meetings. He was allocated a Resettlement worker who visited the secure establishment on several occasions with the Case Manager. Child L declined to attend the meetings and refused to engage with the Resettlement worker. He reported that as he would be returning to live with parents upon release and he felt able to secure his own education and/or employment he saw no value in engaging with her.

The Resettlement worker persevered by working with the Case Manager who Child L was engaging with, attending the reviews and gathering information from those meetings. This enabled her to begin to put together a resettlement plan to share with Child A. She approached him and provided him with her number, she shared the tracker with him and suggested that if he felt he wanted to work with her and share his views about what he wanted when he returned to the Community, he could work with her to plan for his release.

Approximately, two months before his release he contacted her by telephone and engagement began. Child L worked with the Resettlement Lead to put together a plan for his release which included seeking advice from YOS ETE practitioners. Child L reported that he found it helpful to work with the Resettlement lead and made the process of release much clearer.

NYOS are currently working on a Memorandum of Understanding with Northamptonshire Childrens Trust to further reduce disproportionality of care experienced young people in the criminal justice system. We have identified several key responsibilities and actions across specific teams to ensure a joint commitment. Elements of this, focus on children within the secure estate and includes partnership working to improve and further develop resettlement for example, a representative from social care will attend planning meetings, involved in early release discussions and support in parts of the resettlement plan for the child.

Standards for children in the justice system

Effective practice is a priority area for NYOS. We do this by providing accurate data, monitoring, auditing, and evaluating the work of the service. This means that our goal is to promote a constructive culture of learning, and moreover, offer a service to achieve Continuous Improvement (CI) to all staff as well as recognising good practice with Young People. The mechanisms used within the service are:

- Quality Assurance
- NYOS consistently assess, review and evaluate areas of our practice to prevent further re-offending..
- Internal Quality Assurance

NYOS leadership team meet every month to discuss their Performance and Accountability Report (PAR). This discussion provides a whole service overview of casework and offers a reflective practice opportunity for managers to support each other with team and service challenges.

Mock HMIP Inspections

The YOS complete a Mock Inspection annually and this will as far as practicable mirror the HMIP process. This includes the Inspection being conducted at short notice and using the most recent HMIP Inspection tool. We aim to engage as many staff as possible and managers within the auditing process to ensure we have full ownership across the organisation. We will publish the results across the YOS and offer one to one feedback to staff with the goal of improving practice.

Case Auditing

When an Asset Plus is completed by the Case Manager this is reviewed using the NYOS Quality Assurance Tool. Every Asset+ and Community Resolution Disposal (CRD) is assessed within National Standards guidelines unless there are exceptional circumstances or complications regarding the case.

Thematic Audits

Within NYOS several thematic audits are taking place to ensure that we are meeting the requirements for our HMIP inspection. Once completed each audit will have area of good practice and areas for improvement. The areas of improvement will monitor through a live action plan monitored and overseen by the YOS management board.

Area	Lead	Date
Victims	Liz	Complete
Resettlement	Liz/ Leanne	Complete
Education	Leanne	July
Intervention plan	Claire	Sept
Substance Misuse	Liz	Nov

Performance Development Group (PDG)

Much of the above is brought together and discussed at the PDG with the management team. Each month YOS Senior and Operational Managers attend the Performance Development Group. The meeting is chaired by the Head of Service. This meeting aims to share performance information, promote accountability and good practice. We aim to follow the performance cycle above; planning our work such as Audits and Inspections, monitoring the results and evaluate any findings.

Peer Review

In January 2023 NYOS were delighted to host a Peer Review. The Peer Review team were asked to look at the effectiveness of:

- Partnership arrangements in place to reduce disproportionality of Children in Care (CiC) being criminalised.
- Partnership arrangements at reducing re - offending for CiC (including holding and reducing risk, safety, and wellbeing factors).
- A 'golden thread' throughout the Peer Review was: How partners have responded and adapted delivery for females?

The Peer Review Team feedback was strong and noted there was a culture of learning and continuous improvement. This was evident in quality assurance/auditing processes in place to support continuous improvement, for example of thematic audits, serious case reviews and the peer review process. The PRT also noted that Northamptonshire had several partnership action plans with recommendations and progress being monitored. A further observation was that the PRT found a dedicated, passionate, and stable workforce, who understood the needs/risk of the children they supervised.

It was clear the partnership was in the initial stages of lots of improvement and developmental work which aims to improve outcomes for children and families of Northamptonshire. Much of which was already developing well where for other areas the analytical work was taking place and governance arrangements were still being agreed.

Areas for consideration have been collated and shared with the YOS Management Board as an action plan. Progress will be monitored by the Board throughout 2023.

Workforce Development

In Northamptonshire we are committed to having a highly skilled workforce that can meet the needs of our children and families. Our workforce consists of qualified social workers, nurses, police officers, and practitioners who are educated to degree level in relevant subjects e.g., Criminology, youth justice, social care.

We have an emphasis on a learning culture in Northamptonshire and ensure staff feel valued, listened to, and supported. All staff and volunteers have regular access to training. Most staff have completed the Youth Justice Effective Practice Certificate qualification and new staff are encouraged and motivated to do so. This is role specific and reflects the risk and complexity of working in youth justice.

Staff are trained in other key areas such as:

- Harmful sexualised Behaviour (AIM2/3 and Good Lives)
- Restorative Justice
- Safeguarding Children
- County Lines
- Risk outside the home
- Transitional Safeguarding
- Child Exploitation
- Domestic Abuse
- Child Development
- Children with Disabilities and SEND
- Prevent
- Neglect
- Equality and Diversity

All staff receive regular supervision and appraisals, and ongoing career development is encouraged through this process. All new starters also receive a robust induction package. The Youth Justice Board's Resource Hub provides a platform for practitioners to access a range of tools and resources that support ongoing knowledge and development. Training needs are regularly reviewed and most often linked to the Youth Justice Partnership's key priorities. This has included practitioners attending training on:

- Modern Day Slavery – including Section 45 Defence and the National Referral Mechanism.
- Adverse Childhood Experiences (ACE's).
- Deprivation of Liberty and The Mental Capacity Act.
- Disproportionality and Unconscious Bias.
- Resettlement.
- Trauma Informed Practice
- Speech, Language and Communication Needs
- Child First Effective Practice

All staff have accessed the monthly development days that are often facilitated to provide staff with the opportunity to refresh their skills and knowledge, for example Asset Plus workshops and report writing workshops.

10.12 Children from groups which are over-represented

NYOS has seen a reduction in ethnic over representation in the past 12 months, however, it remains a concern.

The 2021 census identified black males are representing 6% of the general 10–17-year-old population within Northamptonshire, and mixed ethnicity males as representing 5% of the general 10-17 year of population in Northamptonshire. When we look at offending behaviours 9% of the offending population are represented by Black males, and this is the same for mixed ethnicity males. As such there is a 3% over representation for black males and a 4% over representation for mixed ethnicity males locally. A particular concern is that black males in Northamptonshire represent 9% of all violent offences, and mixed ethnicity males represent 12% of violent offences showing a significant increase in over representation when it comes to violent behaviour.

Over the past 12 months we have seen a shift in the representation of children based on age. Traditionally the most over-represented age group in Northamptonshire has been children aged 17, however, this has decreased slightly and there has been an increase in 15- and 16-year-olds.

When we consider gender, females currently account for 14% of the youth justice cohort which is an increase, and the female cohort locally accounts for a considerable proportion of reoffending, which is ordinarily related to less serious but more frequent offences.

In November 2022, all partners at the NYOS management board signed commitment to the action plan and its implementation. The current action plan was created in March 2022, and adapted when the HMIP thematic report exploring the over representation of Black and Mixed heritage boys in the youth justice system. The plan has commenced in July 2022, and we are currently beginning to review and update the plan for the year 2022/2023.

68% of the 2022/2023 action plan has been completed, with 30% underway and just 2 actions delayed currently. The main challenges have been progressing actions with partner engagement; however, positive progress has been made and NYOS is now involved with the Northants Police equalities action plan, and the Northamptonshire social care disproportionality action plan.

Examples of achievements over the past 12 months have included improved youth police custody processes, the development of a cultural identity intervention for the children we work with (this is currently being finalised), unconscious bias and cultural identity training for all staff, leaflet in custody providing children with understandable information about their options, the offering of early intervention for those children identified by Northamptonshire Police as 'top suspects', training for all practitioners on the creation of a communication passport so this is now offered to all children within the YOS, and a full review of the ETE offer locally to reflect the over representation of children with certain characteristics more likely to be excluded from or not able to access education training and employment.

Over representation remains a priority for NYOS, and this will be reflected in the review of the Over Representation plan for 2023/2024 which will further push the current progress to include joint racial trauma training for staff in NYOS, and children's social care; further progressing youth custody processes; reducing the criminalisation of looked after children by reviewing the partnership protocol and embedding it in practice for social care, placements, police and courts and an additional focus on girls in the youth justice system. The quarterly Diversity and Disproportionality Steering group will also be attended by board members from our partner organisations to drive the actions forward.

Evidence-based practice and innovation

In collaboration with Northamptonshire magistracy, NYOS and the Magistracy have implemented creative solutions to better support the children and young people who appear before youth courts. These innovations have attracted positive attention from the Lieutenancy; the Shrievalty; the magistracy and senior judiciary; the Police, Fire and Crime Commissioner; the police; HMCTS; the Centre for Justice Innovation; and many others.

NYOS were invited to present at Centre for Justice Innovation Convention on Problem Solving Approaches. Nina Warren the Court Operations Manager presented on NYOS's approach to problem solving and was commended on our use of Youth review Panel, Problem Solving Hearings and Youth Court Solutions. These have been nationally recognised as innovative. Further details are below.

Youth Review Panel [YRO]- NYOS invite the Magistrates to review Youth Rehabilitation Orders in partnership with NYOS. The magistrates are invited to YOS premises along with the young person and their parents. The setting is informal and encourages young people to engage in a review of their own progress and share their work with the Magistrates. The Magistrates and NYOS have an opportunity to motivate and congratulate the young people on their engagement/progress which inspires them further to make positive changes. The YRO reviews can be multi agency e.g., social care, ETE, reparation reports, victim input.

Problem Solving Hearings – NYOS have been using problem solving hearing for complex cases. Complex cases often require a multi-agency response to a young person's offending behaviour. The problem-solving hearing pulls together all professionals who will have a responsibility for delivering any element of the court order are requested to attend court. In court, each professional is engaged by the presiding justice to declare what they propose to do and how they intend to deliver. To support understanding the presiding justice will ensure there is clarity on behalf of all attending professionals, the child or young person and their family.

Youth Court Solutions is the newest innovation in Northamptonshire. This service has been established to offer an at-court advice and support service at Wellingborough courthouse. Youth Court Solutions is delivered by a range of local charities and coordinated by The Crisalys Foundation working in conjunction with the Youth Offending Service, police and, where necessary, the legal profession. It aims to ensure that all young people have their broader problems addressed, offering access to a wide range of services for clients, children and young people and their families. This may include:

- Help to identify and access local authority, statutory or third sector support services to address the issues which bring children and young people to court
- Introductions to learning and training opportunities to improve employment prospects
- Practical support with financial issues and accommodation
- Information on the working of the criminal justice system

NYOS have also taken part in research commissioned by the Youth Justice Board. The YJB wanted to understand more about why reoffending rates among children are higher among some ethnic minority groups. NYOS was one of a few YOS's to work with Traverse, an independent research company, to do research to explore this in more detail. Learning from this study has been embedded into our Over Representation Action Plan.

NYOS and Northamptonshire Police have a strong partnership. A priority for Northamptonshire Police has been The Prevention and Intervention strategy (currently in draft) which identifies key delivery linked to partnership objectives and alignment of strategic partnerships to deliver for early intervention linked to children and young people. Over the last year Northamptonshire Police have worked in partnership with NYOS to create:

- The development of trauma informed practice.
- Multi agency problem solving
- The Observatory for shared partnership data
- A place-based approach with delivery through Neighbourhood Policing teams
- Creation of the Offender Management Unit which consolidates IOM, CIRV, YOS and the new development of an Early Intervention Hub seek to align coordinated preventative and diversionary support to children and young people.

The Observatory utilises a data visualisation tool **Page 154** Qlik Sense which has been developed to support the key aims and outcomes

of the Youth Justice Plan. This has included profile and analysis of the First Time Entrant cohort over several years, to identify themes and opportunities for earlier identification and intervention. This has been developed further to produce real time intelligence of young people with ongoing police interaction that have yet to formally enter the YJS. The Qlik app has also been further refined to meet the requirements and criteria for the Turnaround program ensuring young people eligible can be systematically identified and referred to the scheme. This has been trialled using the Police weeks of actions in respects of the Force's matters of priority to refer young people into the program for support that are involved in serious violence, drug harm and VAWG (Violence Against Women and Girls) related occurrences.

A significant development for NYOS and the Police is that NYOS has funded a business analyst to sit within the Observatory to develop products specifically for the Youth Offending Service that will ensure dedicated resource to build information and analytical products that support the wider delivery of the current and future priorities for the YOS and the corresponding Youth Justice Plan.

Service development plan

In February 2022 NYOS was designated a YJB Stage One Priority service due to concerns relating to numbers of first-time entrants to the criminal justice system and the amount of reoffences per reoffender.

Strategic Priority 1 – Prevention and Diversion

The Crime and Disorder Act 1998 s 37 (1). It shall be the principal aim of the youth justice system to prevent offending by children and young persons.

Outcomes sought

- Multi-agency information and intelligence is gathered to identify risks and vulnerabilities in groups, communities, and individuals as they relate to exploitation of children and young people.
- Whole family approaches are used to engage the child's whole system of support at the earliest opportunity
- Prevention and diversion activities are focused on reducing risks and vulnerabilities to offending
- Agencies are able to recognise and respond to the contextual factors that increase the risk of children and young people entering into the criminal justice system
- The need for statutory youth offending and/or safeguarding interventions is reduced

To achieve this we will:

- Ensure children and young people from marginalized backgrounds and communities access universal and universal plus services aimed at improving their outcomes
- Ensure Out of Court Disposals are managed in accordance with the recommendations of the HMIP Inspection report, March 2018 "Out-of-court disposal work in youth offending teams"
- First time entrants are offered targeted and effective crime prevention and diversion interventions
- Ensure information is exchanged to identify the causes and risk factors of young people engaging in crime and anti-social behaviour
- Promote effective multi-agency working, joint decision-making, planning, with children and young people subject to Community Resolution, Turnaround, and Out-of-Court disposal (i.e. Triage, Youth Caution and Youth Conditional Caution)
- Strengthen our coordinated process for the use of point-of-arrest resolution
- Strengthen desistance opportunities through education, training and employment and other means of promoting self-esteem and future opportunities
- Maintain our strong partnership/interface with Health (GP, School Nurses, Speech and Language Therapy, Sexual Health), Education, Early Help key stakeholders.

Strategic Priority 2 – Recognising and responding to child exploitation and serious youth violence

Local data suggests that children and young people involved in offending are more likely to be involved in criminal exploitation and at a greater risk of becoming a victim and/or perpetrator of serious youth violence. This Plan will interface with the aims and outcomes as set out within Northamptonshire Police's annual Strategic Assessment, community profiles and West and North Northamptonshire Community Safety Priorities. NYOS management Board are committed to reducing incidents of serious violence including domestic abuse, sexual offences and knife crime

Outcomes sought

- Support and influence the place-based approaches to our priority neighbourhoods and vulnerable locations
- Focus on early intervention and utilising the powers and legislation available to reduce incidents of anti-social behaviour, youth violence, exploitation, and serious organised crime
- Increased Early Intervention and Youth Offer - Diverting young people from opportunities to commit crime
- Improved understanding of Serious Organised Crime and gang related activity
- Improved education and awareness amongst young people in relation to online abuse, gangs, knife crime, criminal and sexual exploitation and hate crime
- The Serious Violence duty will be delivered
- Develop and embed contextual safeguarding to ensure victims and their families get the right support when they need it most

To achieve this we will:

- Continue to present CYP (Children and Young People) cases that meet the thresholds of VAP, IOM and MAPPA and work with partners in terms of information and intelligence-gathering to identify and intervene CYP's risk of serious harm, safety and well-being at the earliest opportunity
- Continue to access risk and screen all CYP open to YOS using the Child Exploitation tool to identify children and young people who are vulnerable to exploitation and criminal activity, including 'county lines'
- Strengthen our partnership with the Police, Rescue and Response, National Referral Mechanism and National Crime Agency
- Represent YOS in community events, gatherings and initiatives to tackle Serious Youth Violence and County lines
- Continue to coordinate Risk Safety and Wellbeing Panels to share information and draw a joint Intervention Plan with multi-agency partners to manage CYP's risk of serious harm and safety and well-being for them to desist from offending and re-offending
- Coordinate and respond with intelligence-led disruption in the community, utilising available Youth Justice Orders with their conditions to protect children and young people (i.e. Referral Order Contracts, YRO requirements, etc.)
- Support young people demonstrating harmful sexual behaviour and address their behaviour using evidence-based approaches and interventions
- Continue to ensure CYP's subject to early release and DTO (Detention and Training Order) (Detention and Training Order) License and post-conviction have effective intervention strategies to reduce the risk presented to the public and victim

Strategic Priority 3 – Tackling disproportionality in the criminal justice system

The review led by David Lammy, MP (Member of Parliament) (Member of Parliament), in 2017 highlights disparity in the treatment and outcomes for Black, Asian and young people from other racially minoritised backgrounds within the Youth Justice System. In response, the Ministry of Justice published an updated response on Tackling Racial Disparity in the Criminal Justice System (CJS) 2020. This strategic priority aims to address the overrepresentation of Black and brown children, and those from other marginalised groups i.e., Gypsy Roma Travellers from exploited by criminal gangs, entering the criminal justice system and becoming perpetrators and victims of serious youth violence.

Whilst the numbers of children are relatively low, there is a need for the partnership to do more to improve outcomes for children from marginalised groups, particularly those who have had adverse childhood experiences and are at the greatest risk of educational and social exclusion.

We must be ambitious for their futures and ensure effective measures are in place to address the harmful impact of social and racial inequalities and injustice.

Strategic Priority 3 – Tackling disproportionality in the criminal justice system

Outcomes sought

- All agencies work to create opportunities for overrepresented children that promote a strong sense of their own cultural, racial, religious and linguistic identity and build their self-esteem through access and inclusion in education, employment, training and positive activities
- The partnership will seek to actively engage marginalised communities and the voluntary, faith and community providers supporting them in the community in addressing and solving the problem
- Local partners and agencies to develop a comprehensive understanding of the contextual risk factors and social inequalities that Black and brown young men experience and work effectively and purposefully to tackle disadvantage and structural racism
- Children and young people from racially minoritized backgrounds at risk of school exclusion and with additional vulnerabilities to receive targeted support aimed at keeping them in education, access positive activities and build trusted relationships
- Agencies and services have a sound understanding of the mechanisms of institutional racism in relation to the exploitation and criminalization of children from racially minoritized backgrounds
- Out of Court disposals to be considered for Black and brown children and young people to minimize the risk of early entry into the criminal justice system
- Agencies have effective and accessible measures in place to challenge discriminatory practices
- Training is available for all agencies to promote cultural competence in the development of policy, practice and engagement with children, young people and families from racially minoritized backgrounds
- All agencies work to create opportunities for children that promote a strong sense of their own cultural, racial, religious and linguistic identity and build their self-esteem through access and inclusion in education, employment, training and positive activities
- The partnership will seek to actively engage marginalised communities and the voluntary, faith and community providers supporting them in the community in addressing and solving the problem
- Local partners and agencies to develop a comprehensive understanding of the contextual risk factors and social inequalities that Black and brown young men experience and work effectively and purposefully to tackle disadvantage and structural racism
- Children and young people from racially minoritized backgrounds at risk of school exclusion and with additional vulnerabilities to receive targeted support aimed at keeping them in education, access positive activities and build trusted relationships
- Agencies and services have a sound understanding of the mechanisms of institutional racism in relation to the exploitation and criminalization of children from racially minoritized backgrounds
- Out of Court disposals to be considered for Black and brown children and young people to minimize the risk of early entry into the criminal justice system
- Agencies have effective and accessible measures in place to challenge discriminatory practices
- Training is available for all agencies to promote cultural competence in the development of policy, practice and engagement with children, young people and families from racialised backgrounds

Strategic Priority 3 – Tackling disproportionality in the criminal justice system

To achieve this we will:

- Raise awareness and recognise our unconscious bias
- Challenge discrimination within our own agencies in the youth justice system
- Promote equality and fairness
- Adopt anti-racist practices and include anti-racist statements in our policies and procedures
- Continue YOS working group to champion good practice in working with Overrepresented children and marginalised communities
- Ensure the YOS employs a workforce, including volunteers that is reflective of the communities we serve
- Ensure young people receive fair treatment at all stages of the youth offending system and their rights are promoted
- Recognise the adversity faced by marginalized groups and communities and strive to ensure our activities are inclusive and aimed at ensuring equality of service including access to services i.e., education, mental health, substance misuse, safeguarding, health
- Ensure young people are recognised as victims of criminal and sexual-exploitation and enforce the use of Modern Slavery Legislation through referral to the National Referral Mechanism
- Use the Scrutiny Panel for Out-of-Court Disposals to maintain checks and balances in the system
- Ensure that Overrepresented people who are at risk of Custody will be given an opportunity to receive the Bail Intensive Supervision and Surveillance (ISS) Support Package, instead of being remanded in a secure establishment

Challenges, risks, and issue

Legislation and guidance	<ul style="list-style-type: none"> YJSs/partnership will need to respond to the changes within the Police, Crime Sentencing and Courts Act (2022), including the Serious Violence Duty. As outlined in Section 5, the storming phase to ensure governance and processes are in place is underway.
Funding	<ul style="list-style-type: none"> The YJB grant remains unannounced at the time of writing the plan and while assurances have been given on the maintenance of last year's core grant, this impacts on longevity planning.
Workforce	<ul style="list-style-type: none"> Staff changes and new staff induction over the past two years resulted in significant time investment from other staff, including managers. This will continue over the next 12 months as due to the Service restructure and the introduction of turnaround. We have expanded the Prevention and Diversion team allowing us to reinvest resources earlier and prevent entry into the NYOS; with this said, the offer presents a need for a cultural shift within Northamptonshire Police that is currently underway.
Out of Court Disposals	<ul style="list-style-type: none"> The last year has seen a shift into a higher proportion in the use of out-of-court-disposals that is welcomed, but there is an ongoing challenge in ensuring appropriate decision making with changes to how Home Office Counting Rules are interpreted and that the Association of Chief Police Officers Youth Gravity Matrix 2013 requires urgent updating; a national review is currently underway. HMIP, last year, described this as a '...as a 'postcode lottery' in the use of out-of-court disposals, with wide variation in the policies and processes that govern local schemes. NYOS are currently working alongside Northants Police to develop an updated Out of Court Disposal Policy for the region.
Offence Pattern Trends	<ul style="list-style-type: none"> While most proven offence types have reduced significantly, violence against the person remains the most common offence group type and the County saw an increase in weapon possession amount children last year.
Inspection	<ul style="list-style-type: none"> HMIP have moved from a 4-year inspection cycle to a 6-year cycle as a result of the Covid 19 pandemic. NYOS last inspection was 11.03.2015 and the previous full one was in 2012. a new framework (2018) and a new amended framework (2021) has been introduced since then. This has led to the Peer Review taking place as well as external support in reviewing of NYOS to ensure that local auditing is in line with revised inspections.

Sign off, submission and approval

Chair of YJS Board -
AnnMarie Dodds

AnnMarie Dodds

Signature



Date

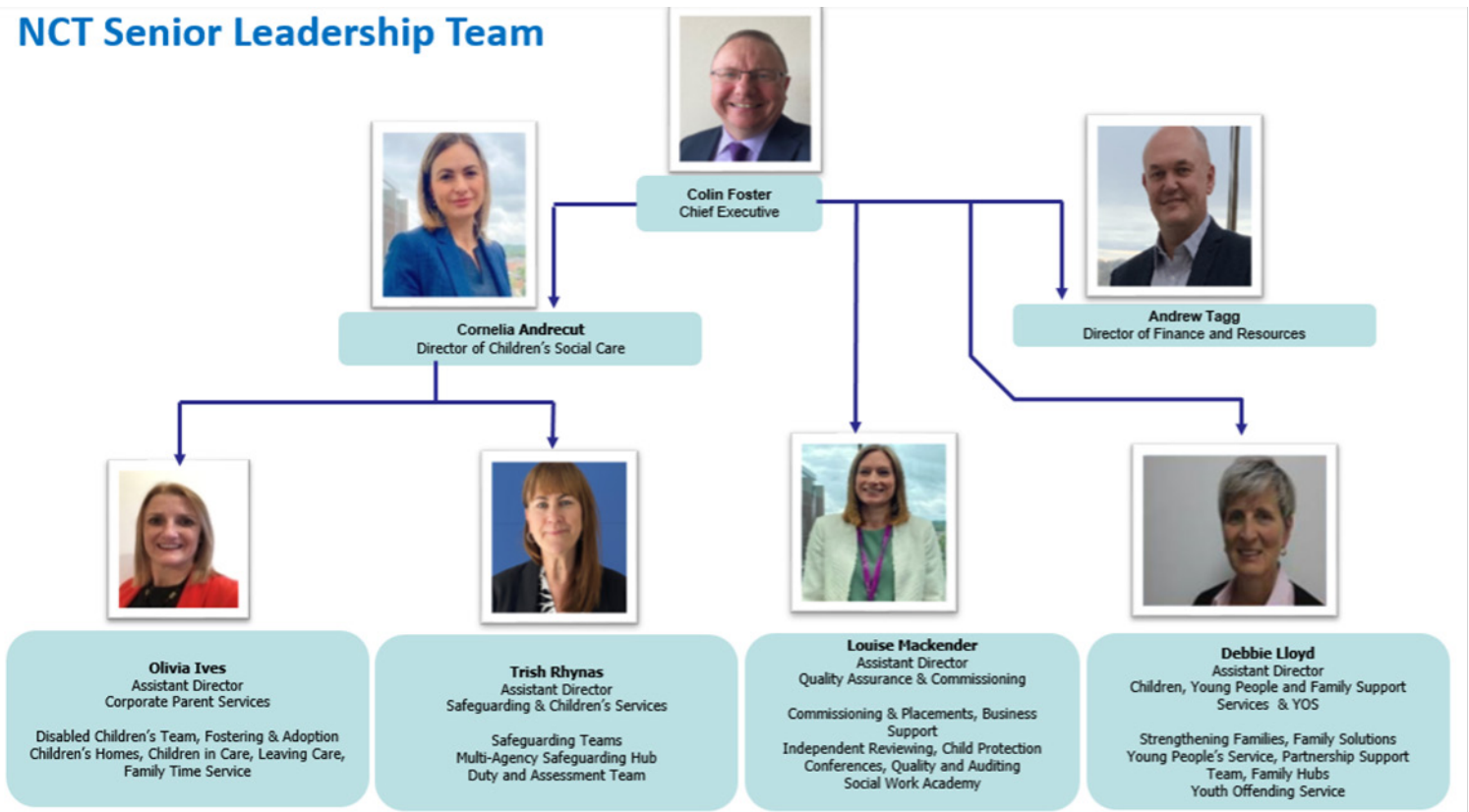
30.06.2023

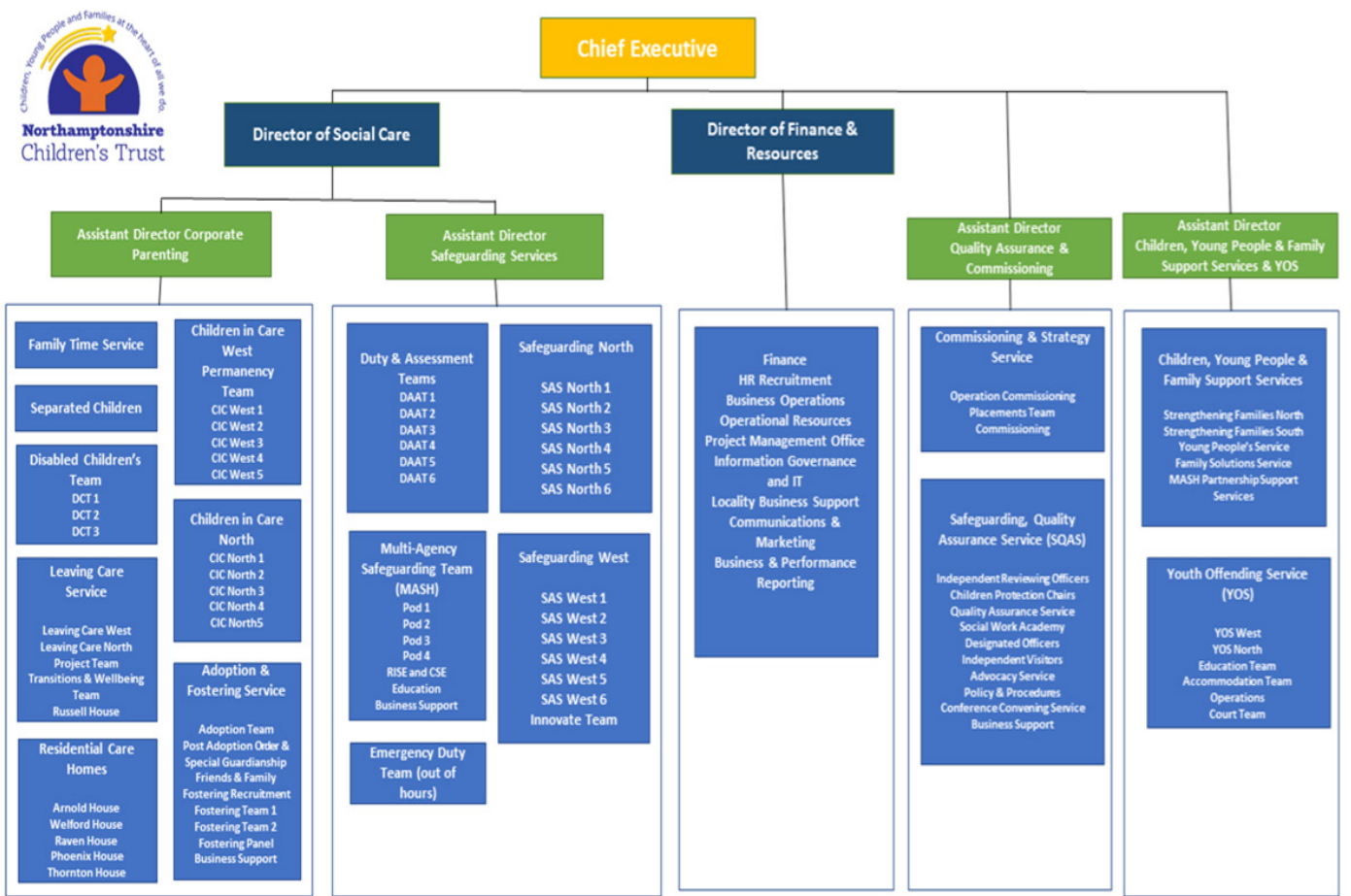
Appendices

Appendix 1: Staffing Structure

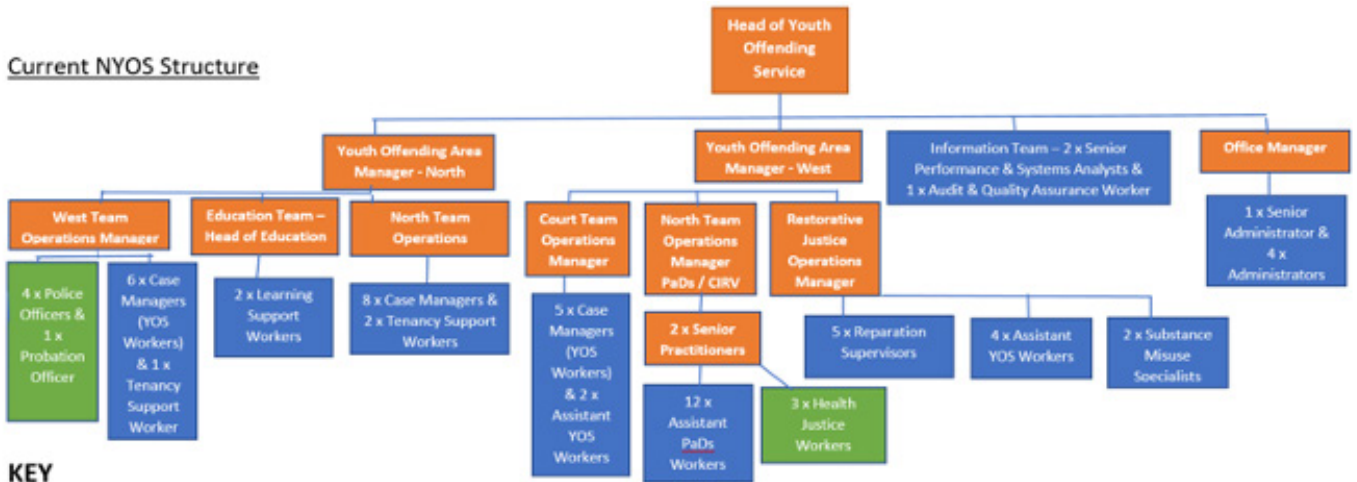
The full staffing structure showing details of the staff roles in the YJS and the reporting arrangements for the Head of Service

NCT Senior Leadership Team





Current NYOS Structure



KEY

- Line Management responsibility
- Partner Agency seconded post
- YOS funded post

Appendices

Appendix 2

Northamptonshire Record of Ethnicity & Preferred Gender of Staff

Ethnicity/ Gender	Managers Strategic managers		Operational mangers		Practitioners		Administrative		Student		Volunteers		Total	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Gender														
Asian					3	1							3	1
White	2		3	2	25	6	4	1	1		10	5	45	14
Black					4	1					1	1	5	2
Mixed					3	1							3	1
Other	2				2	1							4	1
Not Known														
Disability (if known)					1	1							2	
													62	19

EXECUTIVE 17th August 2023

Report Title	Section 106 Funding Uplift to the Schools Minor Works Budget
Report Author	AnnMarie Dodds – Executive Director of Children’s Services annmarie.dodds@nothnothants.gov.uk Alison Meachem – CS Capital Programme Lead alison.meachem@northnorthants.gov.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. To provide Members with the necessary information to consider and approve the uplift of the school's minor works budget by £807,999 from Section 106 (S106) development funding.
- 1.2. To provide details of the S106 development funding to be expended in line with the S106 agreement.

2. Executive Summary

- 2.1. This report will provide details to allow Members to consider the information and decide on the proposal.

2.2. The report also sets out the benefits of progression of this proposal, the S106 development funding included in the proposal. Finally, the report will set out the risks should the proposal not be accepted.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the proposal to uplift of the school's minor works budget in 2023/24 by £807,999 from S106 development funding.
- b) Delegate authority to the Executive Member for Children, Families and Education in consultation with the Executive Director of Children's Services, and the Executive Director of Finance and Performance, to authorise all necessary financial arrangements to ensure expended use of S106 Development Funding.

3.2. Reasons for Recommendations:

- NNC has a responsibility to ensure that the S106 Development Funding is invested in a timely and efficient way to ensure it meets the S106 funding criteria and delivers the most strategic impact in the areas and the schools it is intended to support.
- Provision of appropriate management of the existing school estate and provides an opportunity to meet our statutory responsibilities to provide sufficiency of school places in NNC.

3.3. Alternative Options Considered:

- The funding is nearing expiry date and needs to be expended appropriately and in a timely way, the alternative is that it would expire without being spent to the benefit of residents.

4. Report Background

4.1. The Schools Minor Works Programme was approved at Executive on 22nd December 2022. This proposal is asking that the Schools Minor Works programme be uplifted by the £807,999 from S106 funding. This will then be spent in accordance with the previously approved governance process.

4.2. The S106 funding of £807,999 is derived from the following developments:

Planning ref	Site	S106 Held	S106 use
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	TOTAL:	£807,999	
16/00376/DPA	Land at Weldon Football Club, Oundle Road	£79,552	Towards the provision of additional school places at Weldon Village School
16/00376/DPA	Land at Weldon Football Club, Oundle Road	£90,013	Towards the provision and/or improvement of secondary education facilities at Corby Business Academy
16/00252/DPA	Land off Stanion Lane (Phase 3)	£41,270	Towards the provision of facilities or additional capacity at Corby Old Village Primary School
WP/14/00526/ FUL	Land Adjacent 43 - 65 Chapman Road, The Embankment	£22,785	For the purpose of funding extensions and/or improvements to the All Saints C of E Primary School in Wellingborough or any successor or alternative facilities to that school
EN/08/02282/ UL	Finedon Road (Sunseekers Site) - The Lanterns	£554,380	For the maintenance improvement or enhancement of education facilities in Irthlingborough which would benefit children of school age who would be expected to live in the dwellings constructed pursuant to (this) planning permission
12/01557/FUL	Addington Way	£20,000	For the purposes of providing additional Primary & Secondary school accommodation at schools in whose priority area the site is situated.

5. Issues and Choices

- 5.1. This proposal relates directly to NNC's responsibility to ensure that the S106 Development Funding is invested in a timely and efficient way to ensure it meets the S106 funding criteria and delivers the most strategic impact in the areas and the schools it is intended to support. Taking no action represents a clear and immediate risk to the Council's statutory obligations.
- 5.2. The proposal will assist the Council in fulfilling its statutory obligations of providing appropriate management of the existing school estate and provides an opportunity to meet our statutory responsibilities to provide sufficiency of school places in NNC.
- 5.3. Expenditure totalling £570,000 has already been identified and committed against which the S106 funding can be applied in line with the conditions of the agreement.

6. Next Steps

- 6.1. If approved £807,999 will be uplifted to the school's minor work budget by Finance.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. S106 funding will be returned if not utilised, and the opportunity to invest the above funding in the schools it is intended to support will be lost. This does not align with NNC's responsibility to invest the S106 funds in a timely and efficient way to ensure it meets the S106 funding criteria.

7.2. Legal and Governance

- 7.2.1. Under school place planning duties (s13-14 Education Act 1996), the Council as an education authority has a statutory duty to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area.
- 7.2.2. Local authorities must provide appropriate maintenance of the existing school estate and it provides an opportunity to meet our statutory responsibilities to provide sufficiency of school places in North Northamptonshire.
- 7.2.3. The monies received from the named s106 agreements above will be utilised in accordance with the restrictions and specific schools as named within the respective agreements.

7.3. Relevant Policies and Plans

- 7.3.1. These proposals will assist the Council in meeting its commitments in the long term by providing better, brighter futures: We will care for our young people, providing them with a high-quality education and opportunities to help them flourish as well as safe and thriving places to live and learn, work and visit.

7.4. Risk

Risk	Mitigation	Residual Risk
The Governance Process prevents a proactive response to ongoing and effective	<i>We seek to progress the programme at pace to ensure we achieve statutory compliance.</i>	Green

school maintenance programme.		
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7.5. **Consultation**

7.5.1. Ward Members have been consulted as part of the business case process.

7.6. **Consideration by Executive Advisory Panel**

7.6.1. This report has not been considered by the Executive Advisory Panel.

7.7. **Consideration by Scrutiny**

7.7.1. The report is eligible for call in by the Scrutiny Commission.

7.8. **Equality Implications**

7.8.1 An equality assessment form has been completed and confirms no negative impact.

7.9. **Climate and Environment Impact**

7.9.1. The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions.

7.10. **Community Impact**

7.10.1. This proposal will lead to improvements of schools allocated from the above funding.

7.11. **Crime and Disorder Impact**

7.11.1. This scheme will have no direct Crime and Disorder Impact.

8. **Background Papers**

8.1. None

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EXECUTIVE 17th August 2023

Report Title	The Avenue Infants School Extension
Report Author	AnnMarie Dodds – Executive Director of Children’s Services annmarie.dodds@nothnothants.gov.uk Alison Meachem – CS Capital Programme Lead alison.meachem@northnorthants.gov.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. To provide Members with the necessary information to consider and approve the capital project of an Extension at The Avenue Infants School.
- 1.1. To advise members that the costs will be funded primarily by the SEND Grant also S106 development Funding.

2. Executive Summary

- 2.1. This report will provide details to allow Members to consider the information and decide on the proposal.
- 2.2. The report provides the details relating to North Northamptonshire Council's (NNC) statutory obligation of providing appropriate learning facilities and

spaces for pupils and staff - a safe environment conducive to teaching and learning.

2.3. The report also sets out the benefits of progression of this proposal, the cost of the works to establish the new extension.

2.4. Finally, the report will set out the risks should the proposal not be accepted.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the proposed Capital Project to add an extension to The Avenue Infants School.
- b) Note the scheme will be funded primarily by the SEND Grant, also S106 development Funding.
- c) Delegate authority to the Executive Member for Children, Families and Education in consultation with the Executive Director of Children's Services, and the Executive Director of Place and Economy, to authorise all necessary legal, property and financial agreements to ensure effective delivery of the scheme.

3.2. Reasons for Recommendations:

- To create additional SEND teaching and ancillary space to meet increasing demand for SEND provision including physical requirements.
- The Council has a statutory obligation to provide school buildings that are safe and fit for purpose and conducive to teaching and learning. If the Council cannot provide safe school buildings in its maintained provision in North Northamptonshire, then it could be subject to health and safety breaches.

3.3. Alternative Options Considered:

- Option 1 - Extending into the playground - The School has very limited outside space which is the children's only playground space and is undersized for the size of school.
- Option 2 - Extending / converting loft space - architects assessed this would be far more costly due to the complicated roof heights and level changes.
- Option 3 - Purchasing additional land - there is no available land adjacent to the school site. To the front of the school is the road, to the rear is a private access lane, on either side are residential homes.

4. Report Background

- 4.1. The Avenue Infants School is a two-form entry (Pupil Admission Number of 180) - Reception, Year 1 and Year 2 classes, six in total. There is a dedicated SEND coordinator and teachers actively provide differentiated learning opportunities suited to pupil's specific needs.
- 4.2. The growing school needs additional learning environments which are not only appropriate for their use but are also inspiring and inclusive.
- 4.3. Currently, the school has a dedicated room for 1:1 and sensory use. However, its location within the school feels detached and subordinate, a clear contradiction of their hope for inclusivity. Expanding on these facilities and placing them at the heart of the school will not only provide a practical solution but help to reduce the stigma surrounding SEND.
- 4.4. The Avenue is also lacking ancillary accommodation; primarily storage and staff facilities. Finally, the school desperately needs reorganising to provide better storage solutions.

5. Issues and Choices

- 5.1. This proposal relates directly to the Council's statutory obligations in respect of the providing safe and fit for purpose school buildings in North Northamptonshire. Taking no action represents a clear and immediate risk to the Council's statutory obligations.
- 5.2. This is a Victorian school on a site that offers very little option for expansion, so this business case offers an economically advantageous best option with suitable sufficiency to meets the current standards.
- 5.3. The proposal will assist the Council in fulfilling its statutory obligations of providing safe and fit for purpose school buildings.

6. Next Steps

- 6.1. If approved the Funding Agreement will be finalised and the school will start the procurement process.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The Department for Education (2022) states that, whilst the number of SEN pupils had dropped since 2010, these numbers have begun rising again in the last six years. The Avenue are also noticing this increase. As every pupil is different, it is difficult to predict exactly what resources or environments will be

required from one year to the next. It's imperative that the school is future-proofed with flexible spaces which can be adapted to suit as many children as possible, consequently helping to close the attainment gap.

- 7.1.2. The school has six main classrooms (two per year group) but is lacking in smaller group and 1:1 breakout space for activities such as phonics or individual reading support.
- 7.1.3. The Scheme is being funded. mainly by the SEND grant, also S106 funding, which is already approved and forms part of the Approved Capital Programme.
- 7.1.4. The school and consultant design team have a proven track record of delivering projects on budget and on time. It is proposed that the works will be project managed by the school and their appointed Design Team and the Council will act as the funding body only.
- 7.1.5. Any works progressed will be governed by a legally binding funding agreement between each party, that restricts the Council's maximum financial liability in respect of this scheme.
- 7.1.6. The market is experiencing considerable volatility currently, and we are recommending mitigating the impact of this volatility on tender prices by including 30% client-side contingency on all Education Capital Projects.
- 7.1.7. The sum up to a maximum of £859,800 (including the project Contingent Sum of 30%) or any part thereof to be paid to the recipient in accordance with The Legal Funding Agreement. Payments will be made against an agreed milestone payment schedule.
- 7.1.8. A Business Case has been developed following a Feasibility Study which demonstrates that the proposal is necessary to ensure that The Avenue Infants Schools extension will provide the necessary SEND teaching and learning environment needed to comply with statutory obligations.
- 7.1.9. The Estimated Delivery Schedule is showing the project completing in February 2024.

7.2 Legal and Governance

- 7.2.1 Under school place planning duties (s13-14 Education Act 1996), the Council as an education authority has a statutory duty to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area.
- 7.2.2 Local authorities must provide appropriate maintenance of the existing school estate and it provides an opportunity to meet our statutory responsibilities to provide sufficiency of school places in North Northamptonshire.

7.3. Relevant Policies and Plans

7.3.1 These proposals will assist the Council in meeting its commitments in the long term by providing better, brighter futures: We will care for our young people, providing them with a high-quality education and opportunities to help them flourish as well as safe and thriving places to live and learn, work and visit.

7.4. Risk

Risk(s) Associated with delivering the proposal

Risk	Mitigation	Residual Risk
Costs higher than available budget due Market Volatility	30% Client Side has been included in the project costs to mitigate against the potential market fluctuations resulting in funding gaps and overcommitment of the Capital Programme.	Amber
Works undertaken impact on day-to-day school operation	Works to be planned in conjunction with schools and programmed to minimise impact.	Green

Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
NNC has a statutory obligation in respect of the providing safe and fit for purpose school buildings in North Northamptonshire. Taking no action represents a clear and immediate risk to the Council's statutory obligations.	Red

7.5. Consultation

7.5.1 Consultation on the new building would be through the planning system so members of the public would be consulted as part of this process.

7.5.2 Ward Members have been consulted as part of the business case process.

7.6. Consideration by Executive Advisory Panel

7.6.1 This report has not been considered by the Executive Advisory Panel.

7.7. Consideration by Scrutiny

7.7.1 The report is eligible for call in by the Scrutiny Commission.

7.8. Equality Implications

7.8.1 An equality assessment form has been completed and confirms no negative impact.

7.9. Climate and Environment Impact

7.9.1 The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions.

7.10. Community Impact

7.10.1 This proposal will lead to improvements of schools allocated from the above funding.

7.11. Crime and Disorder Impact

7.11.1 This scheme will have no direct Crime and Disorder Impact.

8. Background Papers

8.1 None



EXECUTIVE 17th August 2023

Report Title	Great Doddington Primary School Mobile Replacement
Report Author	AnnMarie Dodds – Executive Director of Children’s Services annmarie.dodds@nothnothants.gov.uk Alison Meachem – CS Capital Programme Lead alison.meachem@northnorthants.gov.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education & Skills

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. To provide Members with the necessary information to consider and approve the capital project of mobile replacement at Great Doddington Primary School.
- 1.1. To advise members that the costs will be funded by the Basic Needs Grant.

2. Executive Summary

- 2.1. This report will provide details to allow Members to consider the information and decide on the proposal.
- 2.2. The report provides the details relating to North Northamptonshire Council's (NNC) statutory obligation of providing appropriate learning facilities and

spaces for pupils and staff - a safe environment conducive to teaching and learning.

2.3. The report also sets out the benefits of progression of this proposal, the cost of the works to establish the new extension.

2.4. Finally, the report will set out the risks should the proposal not be accepted.

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the proposed Capital Project to replace the double mobile classroom with permanent classrooms which will return an area of the playground back to the school.
- b) Note the scheme will be funded by Basic Needs Grant funding.
- c) Delegate authority to the Executive Member for Children, Families and Education in consultation with Executive Director of Children's Services, and the Executive Director of Place and Economy, to authorise all necessary legal, property and financial agreements to ensure effective delivery of the scheme.

3.2. Reasons for Recommendations:

- The current double classroom mobile on site has reached the end of its design life.
- The Council has a statutory obligation to provide school buildings that are safe and fit for purpose and conducive to teaching and learning. If the Council cannot provide safe school buildings in its maintained provision in North Northants, then it could be subject to health and safety breaches.

3.3. Alternative Options Considered:

- Option 1: Replace the mobile with a similar sized building in the same location. This was dismissed as the loss of facilities during construction would present too many issues.
- Option 2: Build a new block at the front of the school. There is space and the layout works except for one aspect. To gain access you must walk externally or through another Classroom 27 which is not ideal. Inserting a Corridor through Classroom 27 makes a room deficient in the required floor area.

- Option 3: Construct a replacement at the top of the site on playground area and link back to the main building. The lost playground would be regained in the mobile location. This is the preferred option.

4. Report Background

- 4.1. Great Doddington Primary School is a two-form entry village Primary School (Pupil Admission Number = 140). There are currently six classrooms available to the school, however they currently run five mixed-aged classes.
- 4.2. The existing double classroom mobile is in poor condition, the roof leaks and the cladding is beyond repair. The unit has reached the end of its design life. This, coupled with the fact the temporary Planning Approval elapsed in 2012, suggests the mobile should be removed from the site in the very near future.
- 4.3. The council undertook a structural survey to establish the appropriate course of action and to identify the costs.
- 4.4. The project will be a school managed scheme with the Council acting as a funding body only.
- 4.5. The funding approval sought is £996,300; including 30% client-side contingency.
- 4.6. It is estimated that the construction programme for the proposed works will be completed by September 2024.

5. Issues and Choices

- 5.1. This proposal relates directly to the Council's statutory obligations in respect of the providing safe and fit for purpose school buildings in North Northamptonshire. Taking no action represents a clear and immediate risk to the Council's statutory obligations.
- 5.2. Of the options presented in this report, Option 3 is recommended as the most cost-effective solution to provide a permanent solution.
- 5.3. The proposal will assist the Council in fulfilling its statutory obligations of providing safe and fit for purpose school buildings.

6. Next Steps

- 6.1. If approved the Funding Agreement will be finalised and the school will start the procurement process.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The project is to replace the existing aging mobile with the same facilities. The existing mobile consists of 2 Classrooms / a Group Room, Storage and Toilets / Cloaks.
- 7.1.2. The Scheme is being funded by Basic Needs Grant funding, which is already approved and forms part of the Approved Capital Programme.
- 7.1.3. The school and consultant design team have a proven track record of delivering projects on budget and on time. It is proposed that the works will be project managed by the school and their appointed Design Team and the Council will act as the funding body only.
- 7.1.4. Any works progressed will be governed by a legally binding funding agreement between each party, that restricts the Council's maximum financial liability in respect of this scheme.
- 7.1.5. The market is experiencing considerable volatility currently, and we are recommending mitigating the impact of this volatility on tender prices by including 30% client-side contingency on all Education Capital Projects.
- 7.1.6. The sum up to a maximum of £996,300 (including the project Contingent Sum of 30%) or any part thereof to be paid to the recipient in accordance with The Legal Funding Agreement. Payments will be made against an agreed milestone payment schedule.
- 7.1.7. A Business Case has been developed following a Feasibility Study which demonstrates that this proposal is necessary to ensure that the aging mobile is removed and replaced with a permanent solution.
- 7.1.8. The school will benefit from the return of the playground when the defunct mobile is used.
- 7.1.9. The Estimated Delivery Schedule is showing the project being completed in February 2024.

7.2 Legal and Governance

- 7.2.1 Under school place planning duties (s13-14 Education Act 1996), the Council as an education authority has a statutory duty to promote high standards of education and fair access to education. It also has a general duty to secure sufficient schools in their area.
- 7.2.2 Local authorities must provide appropriate maintenance of the existing school estate and it provides an opportunity to meet our statutory responsibilities to provide sufficiency of school places in North Northamptonshire.

7.3. Relevant Policies and Plans

7.3.1 These proposals will assist the Council in meeting its commitments in the long term by providing better, brighter futures: We will care for our young people, providing them with a high-quality education and opportunities to help them flourish as well as safe and thriving places to live and learn, work and visit.

7.4. Risk

Risk(s) Associated with delivering the proposal

Risk	Mitigation	Residual Risk
Costs higher than available budget due Market Volatility	30% Client Side has been included in the project costs to mitigate against the potential market fluctuations resulting in funding gaps and overcommitment of the Capital Programme.	Amber
Works undertaken impact on day-to-day school operation	Works to be planned in conjunction with schools and programmed to minimise impact.	Green

Risk(s) associated with not undertaking the proposal

Risk	Risk Rating
NNC has a statutory obligation in respect of the providing safe and fit for purpose school buildings in North Northamptonshire. Taking no action represents a clear and immediate risk to the Council's statutory obligations.	Red

7.5. Consultation

7.5.1 Consultation on the new building would be through the planning system so members of the public would be consulted as part of this process.

7.5.2 Ward Members have been consulted as part of the business case process.

7.6. Consideration by Executive Advisory Panel

7.6.1 This report has not been considered by the Executive Advisory Panel.

7.7. Consideration by Scrutiny

7.7.1 The report is eligible for call in by the Scrutiny Commission.

7.8. Equality Implications

7.8.1 An equality assessment form has been completed and confirms no negative impact.

7.9. Climate and Environment Impact

7.9.1 The Council, having declared a climate change emergency in June 2021, is committed to reducing its climate impact both within its own Council buildings and in working with businesses and the wider community to achieve net zero energy emissions.

7.10. Community Impact

7.10.1 This proposal will lead to improvements of schools allocated from the above funding.

7.11. Crime and Disorder Impact

7.11.1 This scheme will have no direct Crime and Disorder Impact.

8. Background Papers

8.1 None

EXECUTIVE 17th August 2023

Report Title	Framework Agreement for Assistive Technology Equipment
Report Author	David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS) Zakia Loughead, Assistant Director Safeguarding, Wellbeing and Provider Services
Lead Member	Councillor Helen Harrison, Executive Member for Adults, Health & Wellbeing

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. To outline the intention to procure a new framework agreement for the supply of Assistive Technology (AT) equipment to commence on 1st April 2024, when the current AT service will have disaggregated.
- 1.2. To seek delegated authority for the Executive Member for Adults, Health & Wellbeing in consultation with the Executive Director of Adults, Health Partnerships and Housing to take any further decisions and/or actions required to procure a new AT equipment framework agreement for North Northamptonshire Council (NNC) and award and enter into a framework agreement for a term of four (4) years.

2. Executive Summary

- 2.1. The AT service is currently provided by West Northamptonshire Council (WNC) as a hosted service and will disaggregate to North Northamptonshire Council (NNC) on 1st April 2024. The current framework arrangement expires on 31st March 2024. The service will need a framework agreement for the supply of AT equipment from that date for NNC use. The service will supply a range of AT equipment to approximately 2,000 people across North Northamptonshire.

3. Recommendations

- 3.1. It is recommended that the Executive:

- a) Approve the commencement of a procurement process to establish a framework agreement for the supply of AT equipment.
- b) Delegate authority to the Executive Member for Adults, Health & Wellbeing in consultation with the Executive Director of Adults, Health Partnerships and Housing to take any further decisions and/or actions required to procure, award and enter into a framework agreement for the supply of AT equipment.

- 3.2. Reason for Recommendation:

- The current contract for the supply of AT equipment expires on 31st March 2024. The recommended course of action enables the procurement of AT equipment so that the service can continue to purchase equipment which supports people to live more independently and reduces the need for higher cost care packages.

- 3.3. Alternative Options Considered:

- To request that WNC include NNC as a named contracting authority capable of accessing the proposed framework agreement being set-up by WNC.
- To not have a framework agreement for the supply of AT equipment.

Neither of those options are recommended. The first option may constrain future NNC service development and flexibility. The second option, having no framework agreement, will lead to the service not being able to provide services to the vulnerable people of North Northamptonshire.

4. Report Background

- 4.1. AT is any product or service designed to enable independence for disabled and older people. This broad definition means that a wide range of products and

services are eligible and considered AT. As technology advances, the breadth of work covered is constantly expanding.

- 4.2. The overall outcome of the Service is to enable vulnerable people to maintain their independence, health and wellbeing in their own home for as long as possible.
- 4.3. The specific outcomes are to:
 - Prevent admissions to hospital and residential care.
 - Create efficiencies within the delivery of Social Care Services.
 - Prevent people dying prematurely.
 - Help people to recover from ill health and injury.
 - Help keep people safe and protecting them from avoiding harm.
 - Support informal Carers to improve family life and reduce carer strain.
- 4.4. The existing AT equipment framework agreement has been in place since April 2022 and has allowed the AT team to source and provide AT equipment to residents of Northamptonshire to meet their needs. With the constant innovation presented in the world of AT, it is important that the AT service has access to the most updated devices in order to provide the best possible support to residents.
- 4.5. If an agreement is not in place for AT, it will mean that the service being delivered to support the delivery of the Care Act 2014 will no longer be able to operate. This will mean that NNC will be unable to meet all the prevention requirements under the Care Act 2014. This may result in NNC having to provide higher cost care packages as a replacement.
- 4.6. An invitation to tender with a specification setting out a general statement of needs or requirements is our favoured approach. This model allows a variety of suppliers of AT equipment to apply to be appointed to the framework, encouraging innovation and competition.
- 4.7. The framework would be established with quality in mind (the variety of AT devices and specialised providers making it difficult to match equipment price for price). It is expected that the agreed price for individual items of equipment etc will be defined at the beginning of the framework agreement. It is expected this agreed price for the equipment will apply as and when specific purchases are being made during the framework agreement. It is expected that purchases of products of a similar nature will be subject to mini competition, and price may become a determining factor between suppliers appointed to the framework. Companies who focus on their own and exclusive product, e.g. Canary and Docobo, would not be able to provide pricing on telecare or keysafes and vice-versa. It is also common for equipment providers to focus only on one or two devices, instead of offering a range of equipment, and therefore a pricing comparison exercise may not always be possible as, in some cases, there are no alternatives.

- 4.8. By their nature, framework agreements allow for the procurement of goods and services from a list of pre-approved suppliers, with agreed terms and conditions and legal protections. In most cases a framework agreement will not itself commit either party to purchase or supply.
- 4.9. The spend of the AT team (countywide) in 2022-23 on Equipment was £445,000K, including RITA and Docobo (funded projects) at £165,000. RITA stands for Reminiscence / Rehabilitation and Interactive Therapy Activities and is an all-in-one Touch Screen solution which offers digital reminiscence therapy, which is a relatively new tool in the fields of nursing and healthcare. It encompasses the use of user-friendly interactive screens and tablets to blend entertainment with therapy and to assist patients (particularly with memory impairments) in recalling and sharing events from their past. Docobo is a market-leading UK digital health company that provides remote patient monitoring and virtual care to improve the quality of life of patients, carers and clinicians.
- 4.10. We would also like to increase the value of the proposed framework to £3 million over four (4) years to allow us to continue to develop our existing projects and expand our offer and partnerships with our partners.
- 4.11. There are opportunities for growth within AT services and it is proposed that the framework agreement is established to allow other named contracting authorities to use the framework agreement. This will be subject to those named contracting authorities entering into an access agreement with NNC, which will include reporting and monitoring arrangements to ensure NNC maintain a record of spend under the framework and that the advertised value of the framework is not exceeded.
- 4.12. A timetable has been prepared with Procurement and highlights the steps and timescales to complete the framework in time for a contract start of 1 April 2024.

5. Issues and Choices

- 5.1. Not to approve the procurement of an AT framework will lead to the service not being able to operate and provide a service to the vulnerable people of North Northamptonshire.
- 5.2. Approval to proceed with the procurement of an AT framework agreement, will result in the service being able to continue to provide equipment to the vulnerable people of North Northamptonshire.

6. Next Steps

- 6.1. If approval is given by Executive, then the next steps are to prepare a Specification and issue an Invitation to Tender (ITT) to potential suppliers and to follow through with an evaluation of tender responses to then set up suppliers on the new framework agreement.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1. The framework agreement value will be set to a limit of £3 million. There is budget provision for AT services to spend within this amount. This does not mean that the AT team will spend that amount in the proposed four (4) year term of the framework agreement. It allows the service and potential named contracting authorities (as set out in section 4.10) to use the framework up to that limit.
- 7.1.2. The AT service generates income circa of £300,000, through selling or leasing AT equipment. Following disaggregation, this is expected to be circa £150,000 for NNC. Purchasing of AT Equipment is initially made through Revenue Budgets and then Assets that are retained by the Council are capitalised.
- 7.1.3. There are no implications to the existing budgets or expenditure levels in procuring and implementing an AT equipment framework agreement and there are no implications on staffing levels.
- 7.1.4. Finance have been consulted over this paper.

7.2. Legal and Governance

- 7.2.1. The Care Act 2014 (as amended) places general responsibilities on Local Authorities to ensure the provision of services, facilities, and resources to help prevent, delay, or reduce the development of care needs.
- 7.2.2. The Localism Act 2011 gives local authorities a 'general power of competence' that allows them to do anything that an individual can do provided that the proposed action is not specifically prohibited by other legislation and the power is exercised in accordance with the limitations specified in the Act which enables the Council to procure and enter into the proposed new framework arrangement.
- 7.2.3. The approach recommended is a framework agreement. A framework agreement is an agreement with suppliers to allow for specific contracts to be awarded during the term of the framework agreement. A framework agreement sets out the terms and conditions for making specific purchases of goods, services and works also known as "call-offs".
- 7.2.4. The procurement exercise must be conducted in accordance with NNC's governance and legal obligations, specifically in compliance with NNC's Contract Procedure Rules and the Public Contract Regulations 2015 (PCR2015).
- 7.2.5. Legal services, where instructed, will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

7.3. Relevant Policies and Plans

7.3.1. The proposals support the Corporate Plan, particularly in its commitment to have active fulfilled lives and modern public services. It also supports the Adult Social Care Strategy (Transforming In-House Provider Services) to deliver the highest quality assessment, reablement and enablement to support people to live their lives independently and be ambitious for their future.

7.4. Risk

7.4.1. Delays in the approval decision or procurement process will put at risk the procurement of an AT equipment framework agreement being able to be completed on time. To mitigate these risks, the service would buy additional equipment under the current framework agreement to cover a short period of time should there be any delays to the approval and procurement process. NNC is also being identified as a contracting authority capable of using WNC's new framework arrangement and so would be able to purchase equipment beyond April 2024 too.

7.4.2. There is a risk that costs will increase and that we will be able to purchase less equipment than we would like over a period of time.

7.4.3. If there is no Framework Agreement in place, there is a substantial risk that NNC would not be able to purchase any AT equipment, with serious consequences for many vulnerable people in our community.

7.5. Consultation

7.5.1. There has been no specific consultation on this proposal.

7.6. Consideration by Executive Advisory Panel

7.6.1. No comment has been sought by the relevant Executive Advisory Panel in respect of the report and its recommendations.

7.7. Consideration by Scrutiny

7.7.1. No comment has been sought from the Scrutiny Committee in relation to this report and recommendations.

7.8. Equality Implications

7.8.1. The new framework agreement will not alter the service provision and so all previous equality implications will still apply. Nothing new will change.

7.8.2. An Equalities Impact Assessment (EqIA) screening assessment (ESA) has been completed. There are no negative impacts on any of the protected groups owing to the recommendations of this report.

7.8.3. The Equality Screening Assessment is provided as a background paper to the report and is available on request.

7.9. Climate and Environment Impact

7.9.1. The use of assistive technology promotes efficient ways of support for individuals who have health and social care needs. The technology can support independence or reduced dependency on social care type services reducing the climate / environmental impact of physical support, which causes additional road use and traffic in our communities.

7.10. Community Impact

7.10.1. The community impact would arise from non-provision of assistive technology to the people of North Northamptonshire. Additional financial pressures would arise through the need to meet peoples eligible care needs through more formal care packages. This may disproportionately be felt in more deprived areas where usage is higher.

7.11. Crime and Disorder Impact

7.11.1. There are no implications for crime and disorder from these proposals.

8. Background Papers

8.1 Equality Screening Assessment (ESA)

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EXECUTIVE 17th August 2023

Report Title	Local Authority Housing Fund - Round 2 Funding (Resettlement & Temporary Accommodation)
Report Author	David Watts, Executive Director Adults, Health Partnerships and Housing
Lead Member	Councillor Mark Rowley, Executive Member for Housing, Communities and Levelling-Up

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1. To seek approval to enter into an agreement with the Department for Levelling Up Housing and Communities to acquire 11 homes during 2023-2024 to deliver additional housing for those on Afghan resettlement schemes and ease wider homelessness pressures.
- 1.2. To seek approval to accelerate the capital programme from 2024/25 and 2025/26 into 2023/24 for the homelessness prevention capital programme to enable North Northamptonshire Council to provide the required match funding against the central government grant (Local Authority Housing Fund Round 2) for this programme.

2. Executive Summary

- 2.1 On 7th June 2023 the Department for Levelling Up Housing and Communities (DLUHC) announced the Local Authority Housing Fund Round 2. This supports the Government's humanitarian obligations to provide safe and suitable housing to those fleeing their country.
- 2.2 An allocation of this funding has been offered to North Northamptonshire Council to deliver an additional 11 homes for the eligible cohort during 2023/24.
- 2.3 The Council will need to identify 60% match capital funding to support this programme.
- 2.4 It is proposed that the Council commits to this programme to alleviate increasing demand on homelessness and temporary accommodation services and to assist refugees who have arrived in the area to move on from bridging hotels or sponsor placements, and that the Council delivers it through a property acquisitions programme.

3. Recommendations

- 3.1 It is recommended that the Executive:
 - a) Approves that the Council enters into an agreement with the Department for Levelling Up Housing and Communities (DLUHC) to acquire 11 homes during 2023-2024 to deliver additional housing for families in temporary accommodation and Afghan resettlement schemes.
 - b) Approves the proposal to accelerate the capital programme from 2024/25 and 2025/26 into 2023/24 for the homelessness prevention capital programme, to enable North Northamptonshire Council to provide the required match funding against the central government grant for this programme.
 - c) Delegates authority to the Executive Member for Housing, Communities and Levelling Up in consultation with the Executive Director for Adults, Health Partnerships and Housing to take any decisions and actions necessary to complete the programme.
- 3.2 Reasons for Recommendations:
 - Provide sustainable housing to those on Afghan resettlement schemes at risk of homelessness so that they can build new lives in the UK, find employment and integrate into communities.
 - Reduce local housing pressures beyond those on Afghan resettlement schemes by providing better quality temporary accommodation to families owed homelessness duties by the Council.

- Reduce emergency, temporary and bridging accommodation costs.
- Reduce impacts on the existing housing and homelessness systems and those waiting for social housing.
- To increase the overall supply of affordable rented housing available in North Northamptonshire, which meets the corporate objective of enabling safe and thriving places.

3.3 Alternative Options Considered

- Do nothing – if the Council does not participate in this programme, it will not receive the funding allocation and the challenge of finding onward settled accommodation for refugees will remain. This challenge is already putting pressure on stretched homelessness services. Those refugees who present as homeless are still owed a statutory homelessness duty by the Council and need to be placed in costly nightly paid temporary accommodation and then progressed through Keyways on to the housing register.
- Commit to delivering a smaller number of homes – whilst this may be easier to achieve, the government grant allocation will reduce proportionately and less homes will be acquired into our temporary accommodation stock. Ultimately fewer additional homes will be available to the Council to use as affordable housing for our residents in the longer term.

4. Report Background

- 4.1 Since the Afghan Resettlement Programme was launched in the autumn of 2021 and the Homes for Ukraine Programme in March 2022, Local Authorities, including North Northamptonshire Council, have struggled to move refugees out of bridging hotels or on from sponsorship placements into settled accommodation in the private rented sector.
- 4.2 For the Afghan refugees in bridging hotels this is largely due to the size of the families and the shortage of supply of larger, four bed plus, family homes in the private rented sector. The Council initially committed to resettling ten Afghan families from the bridging hotels into the private rented sector and to date have settled nine, with a further property identified awaiting a family to be matched to it.
- 4.3 For Ukrainian refugees in sponsor placements with local families, or who have entered through the Family Scheme, where placements have broken down or come to the end of the initial sponsorship period, barriers to move on into private rented accommodation have been identified due to affordability and availability.

- 4.4 Where sponsor placements have ended and Ukrainian refugees have presented as homeless, the Council's statutory homelessness duty must be discharged which has meant placing refugees in costly nightly paid temporary accommodation. Although these costs are met by government grants from the Homes for Ukraine programme, placing refugee families who have fled war into short term temporary accommodation is far from ideal. It also places additional pressure on an already stretched homelessness and temporary accommodation services and ultimately increased demand on our housing register and allocations to social housing through Keyways. This in turn impacts on residents who are awaiting social housing.
- 4.5 Officers, alongside colleagues from other Local Authorities across the country, have consistently highlighted these issues to the DLUHC and have sought government guidance and action to aid the provision of onward settled accommodation for refugees.
- 4.6 Since the scheme was launched in mid-March 2022, and as of 7th July 2023, the Council has supported 604 Ukrainian guests and 386 sponsor households under the Homes for Ukraine Scheme.
- 4.7 There are currently 283 guests remaining in sponsor placements, others have either moved out of area, returned to Ukraine, have made their own arrangements or have been supported to move into the private rented sector (321 guests).
- 4.8 Local Authority Housing Fund (LAHF) Round 1 was announced on 22nd December 2022. It confirmed DLUHC were introducing a £500 million capital fund to support the local authorities who would be facing the greatest challenges in providing move on and settled accommodation for these cohorts.
- 4.9 The Council was identified as eligible for LAHF capital grant funding (under section 31 of the Local Government Act 2003), with the following indicative allocation:
- Main element for Ukrainian refugees: £2,424,500. With this funding the Council is expected to provide a minimum of 26 homes
 - Bridging element for Afghan refugees: £809,000. With this funding the Council is expected to provide a minimum of 4 larger 4+ bed homes to be allocated to households currently residing in bridging accommodation.
 - The funding includes £20,000 per property for refurbishment.
 - The total grant allocation is £3,234,384.
- 4.10 The total project cost is estimated at £6.965m. The total grant funding for LAHF Round 1 from DLUHC is £3.234m, which required a match capital funding from the Council of £3.711m.
- 4.11 The purpose of the funding is to:

- Ensure recent humanitarian schemes (Afghan and Ukraine schemes) which offer sanctuary, via an organised safe and legal entry route to those fleeing conflict, provide sufficient longer-term accommodation to those they support.
 - Support areas with housing pressures which have generously welcomed substantial numbers of Ukrainian refugees so that these areas are not disadvantaged by increased pressures from these arrivals on the existing housing and homelessness systems.
 - Mitigate the expected increased pressures on local authority homelessness and social housing resources which arise from the eligible cohort as sponsorship/family placements/bridging accommodation arrangements come to an end by increasing the provision of affordable housing to those in the cohort who are homeless, at risk of homelessness, or in bridging accommodation.
 - Utilise accommodation solutions to enable effective resettlement and economic integration of the eligible refugees.
 - Reduce emergency, temporary and bridging accommodation costs.
 - Deliver accommodation that as far as possible allows for the future conversion of housing units to support wider local authority housing and homelessness responsibilities to local residents (UK nationals) e.g. after usage by this cohort ends.
 - Reduce impacts on the existing housing and homelessness systems and those waiting for social housing.
- 4.12 As of 7th July 2023, the Council has had offers accepted on 17 of the 30 required properties for LAHF Round 1. Five of which have legally exchanged and three of those have now completed. Legal proceedings are underway on the other 12 under offer and we are continuing to actively seek out further properties to secure the remaining 13.
- 4.13 In March 2023 the Government announced a further additional £250m Local Authority Housing Fund (Round 2) to continue to support councils across England, thus reducing the impact of new arrivals on existing housing pressures and eventually providing a new and permanent supply of accommodation for local communities.
- 4.14 Although DHLUC are once again, providing flexibility to local authorities to shape local delivery according to local circumstances, there is an assumption that most delivery will be via stock acquisition. Due to the limited timescales provided to complete the acquisitions, a mixture of new build and open market purchases will be key to delivering the units within the set timescales. The funding can be used for refurbishment or conversion of buildings, acquiring new build properties from developers, building new homes, or passing on the funding to enable housing association delivery.
- 4.15 As a condition of receiving this funding, local authorities are expected to deliver accommodation for Afghan refugees in bridging accommodation and to increase general temporary accommodation supply.

- 4.16 Under Round 2 the Council has provisionally been identified as eligible for capital grant funding (under section 31 of the Local Government Act 2003), with the following indicative allocation:
- The Resettlement element: the Council is expected to provide a minimum of nine homes.
 - The Temporary Accommodation element: the Council is expected to provide a minimum of two homes.
 - The funding includes £20,000 per property for refurbishment.
 - The total grant allocation is £1,298,000.
- 4.17 The Council is expected to part match fund 60% of the required capital. The government funding equates to 40% of total capital costs.
- 4.18 This programme needs to be delivered at pace given the requirement to deliver the additional homes during 2023/24. The Council has made an initial indication to DLUHC, which was required by 5th July 2023, to acquire the full allocation of 11 homes through this programme.
- 4.19 Properties will be sourced directly from developers and from the open market by searching listed properties for sale. The Council will also take the opportunity to buy back any suitable ex Right to Buy properties which are subject to a right of first refusal by the Council and will liaise with Registered Housing Providers with stock in the area to identify any properties they are looking to dispose of.
- 4.20 Purchases will be focussed in the main towns of Corby, Kettering, Rushden and Wellingborough as these locations offer greater choice, access to facilities and services and are better connected to local public transport networks, which our refugee guests have reported is really important to them.
- 4.21 The Council has a track record of delivering similar projects, having acquired approximately 80 properties in the past for temporary accommodation and through projects such as the Rough Sleeper Accommodation Programme which is currently being delivered with government and local authority capital funding in a similar way to this new programme.
- 4.22 The grant amount per property is considered sufficient to purchase freehold properties on the open market and/or ready to complete new builds from developers. As the lower quartile average house price assumed includes the whole of North Northamptonshire, we are confident that we can source properties within the allocated budget by focussing on the areas of the local authority where house prices are lower. If new builds are acquired, they will be on top of any current Section 106 allocations of affordable homes by developer.
- 4.23 The proposed approach is acquisitions through the General Fund into the temporary accommodation stock, rather than through the Housing Revenue Account (HRA) because the borrowing costs would put too much pressure on the HRA in the short to medium term, and the burden would therefore fall on the existing NNC tenants. Although guidance indicates homelessness applications are not necessary for refugees to be allocated accommodation

procured under LAHF, in the interim and pending an agreed approach to allocation the units and provide a suitable occupation agreement, households will be allocated properties via the homelessness route (Part VII Housing Act 1996 as amended).

- 4.24 Placing Afghan/Ukrainian households at risk of homelessness in these homes within the temporary accommodation stock held in the General Fund will mitigate the potential concern that they would otherwise be gaining preference over our residents on the housing register if these homes were acquired immediately into HRA housing stock. These properties will also be let on shorter term tenancies outside of homelessness and TA caseloads. To ensure the stock is available at a later date for residents on our waiting list. Teams will consider which of the LAHF acquisitions might be needed to be retained for temporary accommodation in the long term and which might be transferred to the HRA at a future date.
- 4.25 A plan will be developed in due course to transfer LAHF acquisitions into the HRA housing stock, subject to compliance with the relevant regulations and the Disposal's policy, governing such transfer.
- 4.26 Rents will be at market rents capped at Local Housing Allowance (LHA) rates to enable the success of these tenancies. Residents in temporary accommodation cannot be offered secure tenancies but will be offered the most appropriate short-term tenancy in the first instance. Ukrainian guests only have leave to remain in the UK for a maximum of 3 years under the current resettlement programmes.
- 4.27 The Local Authority will need to recruit additional staffing resources, funded through capital, to deliver this programme within the tight timescales, without having a significant impact on other elements of service delivery.
- 4.28 The unit types required to meet our resettlement population has been modelled. This has been identified as; 2 x 1 bed for the TA element and a mix of 2,3 and 4 beds for the resettlement element.
- 4.29 Any refurbishment / voids work to prepare the properties for let will be contracted out to keep the programme separate from the work of the in-house depots funded by the HRA.
- 4.30 Subject to Executive approving the recommendations in this report, North Northamptonshire Council needs to make a formal commitment via a Memorandum of Understanding with DLUHC by 15th September 2023.

5. Issues and Choices

- 5.1 Several options were considered in formulating the recommendations contained within this report.

- 5.2 If North Northamptonshire Council does not commit to the LAHF R2 programme, this would mean the Council would not be awarded any of the grant funding and would continue to place additional pressure on its homelessness and temporary accommodation services, resulting in the use of high cost nightly paid accommodation which is already in short supply for people requiring temporary accommodation. Ultimately it will result in increased pressure on the housing register at a time when demand for social housing is at its highest.
- 5.3 Committing to delivering a smaller number of properties was also considered. However, the grant funding would be reduced in proportion to the commitment made. If less homes are delivered for the bridging element, the Council's homelessness and temporary accommodation services will face the pressure of any presenting families.
- 5.4 In addition, an assessment of the local housing market has indicated there is enough properties on the market to enable us to meet our allocated numbers, of 11 properties.
- 5.5 Building new properties to add to the Council's housing stock is not achievable in the required timeframes as new development, from identification of land through to completion usually takes at least three years.
- 5.6 Acquiring the properties into the HRA has also been considered but has been discounted at this time due to the increased borrowing costs which will put undue pressure on the HRA in the short term, potentially placing a negative impact on existing Council tenants.

6. Next Steps

- 6.1 If approval is given by the Executive, the Section 151 Officer will formally commit the Council to the programme by signing a Memorandum of Understanding with DLUHC.
- 6.2 The conveyancing process takes an average of 12-16 weeks for properties purchased on the open market, so it is expected that all 11 properties will be completed during the 2023-2024 financial year, with as many as possible being complete by March 2024 which is the ask from DHLUC.
- 6.3 Contact will be made with developers locally in the first instance to assess if there are any newbuild properties close to completion which would enable a swift purchase.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 The total project costs are estimated at £3,245,000. The total indicative grant funding from DLUHC (subject to final validation) is £1,298m, requiring a match capital funding from the Council of £1,947m.
- 7.1.2 There is an existing capital programme for Homelessness Prevention, the total capital budget available for 2022/23 is £5.1m, with a further £3m included in the Medium-Term Financial Plan 2023/24 – 2025/26, giving a total budget of £8.1m, which was to be fully funded by borrowing. This budget will be utilized to provide the match funding required from the council of £3.711m, together with the increase in budget of £3.234m to reflect the grant funding allocation.
- 7.1.3 The LAHF funding cannot be combined with Right to Buy Receipts or other funding streams for affordable housing.
- 7.1.4 The project will be delivered in-house by the Housing Enabling and Development team with support from legal, finance and property colleagues. The allocation of the properties will be managed by the Homelessness and Housing Options service in conjunction with the Refugee Resettlement team. Additional staff resource will be recruited into the Housing Development team to support the project alongside any additional legal resource required to support the conveyancing.

7.2 Legal and Governance

- 7.2.1 All procurement activities associated with the project shall be subject to the Council's Contract Procedure Rules (CPRs). Support will be provided by Legal Services and the Procurement Team in relation to the conduct of the procurement process to ensure that it is compliant, and risk of legal challenge is minimised.
- 7.2.2 The LAHF proposal will aid North Northamptonshire Council in meeting its statutory duties to prevent and relieve homelessness in the Housing Act 1996, as amended.
- 7.2.3 The acquisition of 11 properties units under the LAHF programme falls outside of the Public Contracts Regulations 2015 which list specific exclusions for service contracts at page 15/128. One of these (Regulation 10 (1) (a)) is *“for the acquisition or rental, by whatever financial means, of land, existing buildings or other immovable property, or which concern interests in or rights over any of them.”*
- 7.2.4 The Council will first and foremost, seek to purchase properties on a freehold basis.

7.3 Relevant Policies and Plans

- 7.3.1 This programme will provide eleven additional affordable rented homes, which will be owned and managed by the Council and allocated to eligible refugees to alleviate their risk of homelessness and assist with their settlement into local communities.
- 7.3.2 The provision of additional affordable housing meets the objectives of creating safe and thriving places, and active and fulfilled lives in the Corporate Plan 2021-2025.

7.4 Risk

- 7.4.1 The main risk to delivery is being able to purchase and repair properties in the limited timescale available (completion required by March 2024). To enable delivery at pace, it may be a requirement to purchase new build properties directly from developers.
- 7.4.2 Reduction in timescales due to approval process. MOU submission due on 15th September 2023 and 60% (£233,640) of the first tranche of funding is required to be spent by mid December 2023
- 7.4.3 There is a risk that the Council will be unable to identify the right properties on the open market, but the project will be led by existing staff with extensive experience of acquiring and refurbishing properties and so there is good knowledge and contacts within the housing market.
- 7.4.4 Delays in the conveyancing process may impact on timelines.

7.5 Consultation

- 7.5.1. Council officers have been involved with other Local Authorities in the East Midlands in considering our responses to the LAHF announcement.

7.6 Consideration by Executive Advisory Panel

- 7.6.1. This item has not been considered by an Executive Advisory Panel due to the short timescales to seek approvals within the DLUHC programme.

7.7. Consideration by Scrutiny

- 7.7.1. This proposal has not been considered by Scrutiny.

7.8 Equality Implications

7.8.1. The three aims of the General Equality Duty under the Equalities Act 2010, which must be considered consider in the Council's decision-making processes, are:

(a) Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act.

(b) Advance the equality of opportunity between those who share a protected characteristic and those that do not share it.

(c) Foster good relations between those who share a protected characteristic and those that do not share it.

7.8.2. It is considered that this decision will have a positive impact on a group with a protected characteristic, particularly people of diverse races, religion and cultural backgrounds who have come to the UK, following an offer of sanctuary to those fleeing conflict, via an organised safe and legal entry route. This decision will support those affected to settle within and contribute to local communities.

7.9. Climate and Environment Impact

7.9.1. The purchase and repair option brings existing properties back into use and will typically save embodied carbon emissions compared to constructing a new building thus there is also an environmental case for refurbishment.

7.10. Community Impact

7.10.1 The objectives of the LAHF programme are to ensure that refugees in North Northamptonshire welcomed, and able to integrate into and contribute to the local community.

7.11. Crime and Disorder Impact

7.11.1 None identified.

8. Background Papers

8.1 None

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EXECUTIVE 17th August 2023

Report Title	Designating Care Experience as a Protected Characteristic
Report Author	Ann Marie Dodds, Director of Children's Services annmarie.dodds@northnorthants.gov.uk Jonny Woodthorpe, Head of Commissioning jonny.woodthorpe@northnorthants.gov.uk
Lead Member	Cllr Scott Edwards, Executive Member for Children, Families, Education and Skills

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972	

List of Appendices

None

1. Purpose of Report

- 1.1 As corporate parents, it is the responsibility of all officers and Councillors to support children and young people that have been in our care, ensuring that they receive the same opportunities that we would want for our own children. We know, however, that people with care experience face disadvantage and potential discrimination in society.
- 1.2 This report is part of a wider focus by our Corporate Parenting Board on what additional measures can be put in place by the local authority to further improve outcomes for children that are looked after and people with care experience.

- 1.3 The recommendation of this report is that North Northamptonshire Council treats care experience as if it were a protected characteristic under the 2010 Equalities Act (as amended).

2. Executive Summary

- 2.1 The Public Sector Equality Duty is a duty imposed on all UK public bodies by Section 149 of the Equality Act 2010, to take equalities considerations into account when exercising any of their functions and taking decisions. This includes a requirement to advance equality of opportunity between people who share a protected characteristic and those who do not.
- 2.2 'Care Experience' is a term used to describe people who are, or who have been, in the care of a local authority. Care experience is not deemed to be a 'protected characteristic'.
- 2.3 In treating care experience as if it were a protected characteristic, it means that North Northamptonshire Council must actively and explicitly take the needs of this cohort into account in all future policy and decision making. This will include a requirement to undertake Equality Impact Assessments that explicitly considers the needs of this cohort of people.
- 2.4 Extending the definition of protected characteristics also places a duty on the authority to include details about care experience in the annual publication of information relating to people who share a protected characteristic in services and employment. This will enable the Council to measure and monitor the impact of services and policy decisions on this cohort more meaningfully.

3. Recommendations

- 3.1 It is recommended that the Executive:
- i) Agree that 'care experience' will be treated as if it were a Protected Characteristic under the Equalities Act 2010 so that decisions on future services and policies made and adopted by the council are assessed and consider the impact on people with care experience.
 - ii) Approve the amendment of North Northamptonshire Council's Equality, Diversity and Inclusion Policy, and its Equality Strategy 2021- 2025 to reflect 'care experience' being treated as if it were a protected characteristic.
- 3.2 Reasons for Recommendations – The rationale behind this recommendation is that it will help to further embed ways of working within the local authority that specifically take the needs of people with care experience into account. In doing so the Council will be strengthening its role as a corporate parent.

- 3.3 Alternative Options Considered - the alternative option would be not to adopt care experience as a protected characteristic. This is not recommended as it will not further the needs of people with care experience or address the underlying stigma and discrimination that they can face in society.

4. Report Background

- 4.1 The Public Sector Equality Duty (PSED) is a duty imposed on all UK public bodies by Section 149 of the Equality Act 2010, to take equalities considerations into account when exercising any of their functions and taking decisions. This includes giving due regard to achieving the following:

- I. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- II. Advance equality of opportunity between people who share a protected characteristic and those who do not.
- III. Foster good relations between people who share a protected characteristic.

- 4.2 The equality duty covers the following protected characteristics: *age; disability; gender reassignment, pregnancy and maternity; race; religion or belief; sex and sexual orientation, marriage and civil partnership.*

- 4.3 'Care Experience' is not classified as a protected characteristic. The term has no statutory basis but is an umbrella term used to refer to individuals who are, or who have been, in care.

- 4.4 The Independent Review of Children's Social Care (MacAlister 2022) has highlighted the significant levels of discrimination and disadvantage faced by care experienced people:

"Many care experienced people face discrimination, stigma and prejudice in their day to day lives. Public perceptions of care experience centre on the idea that children are irredeemably damaged and that can lead to discrimination and assumptions being made" (MacAlister 2022)

"Hearing testimony from care experienced people sharing the discrimination they have experienced, even from a very young age, it is clear that such discrimination can be similar in nature to other groups that have a legally protected characteristic under the Equality Act (2010)" (MacAlister 2022)

- 4.5 There is a wealth of data that supports MacAlister's (2022) conclusions that care experienced people are disadvantaged in society. For example¹:

- I. 41% of care experienced young people aged 19-21 are not in education, employment or training (NEET), compared with the national average of 12%.

¹ www.homeforgood.org.uk/statistics

- II. 13% of care experienced young people are in higher education by their 19th birthday, compared to 45% in the wider population.
 - III. 25% of all homeless people are thought to be care experienced.
 - IV. Almost 25% of adult prison population have previously been in care, and nearly 50% of under 21-year-olds in contact with the criminal justice system have spent time in care.
- 4.6 MacAlister (2022) made the recommendation in his report that ‘Government should make care experience a protected characteristic’ and concluded that this would ‘provide greater authority to employers, businesses, public services and policy makers to put in place policies and programmes which promote better outcomes for care experienced people.’
- 4.7 The Government are yet to commit to making care experience a protected characteristic, but there are a growing number of local authorities acting locally. At time of writing 34 local authorities nationally have passed motions adopting care experience as a protected characteristic².
- 4.8 In treating care experience as if it were a protected characteristic, it means that North Northamptonshire Council must actively and explicitly take the needs of this cohort into account in all future policy and decision making. This will include a requirement to undertake Equality Impact Assessments that explicitly considers the needs of this cohort of people.
- 4.9 Extending the definition of protected characteristics also places a duty on the authority to include details about care experience in the annual publication of information relating to people who share a protected characteristic in services and employment. This will enable the Council to measure and monitor the impact of services and policy decisions on this cohort more meaningfully.

5. Issues and Choices

- 5.1 An alternative option would be to maintain the status quo and not adopt care experience as a protected characteristic. It is proposed that this be discounted as an option because the Corporate Parenting responsibility of the local authority is that it should do all it can to protect and promote the welfare of young people that have been in our care.
- 5.2 A risk of not adopting this proposal is that future policies and procedures implemented by the Council do not give due consideration to the impact on people with care experience.

6. Next Steps

[2 Care Leaver Local Offer :: Home / Blog Articles / Protected Characteristics Workshop for Young People \(careleaveroffer.co.uk\)](https://www.careleaveroffer.co.uk/blog/articles/protected-characteristics-workshop-for-young-people)
[accessed 12/6/23]

- 6.1. If the Executive agree to these recommendations these proposals will then be taken to Full Council for ratification.
- 6.2. Following ratification, the Children's Commissioning Service and Human Resources Departments will work together to implement policy and process change within the organisation, with progress reviewed through the Corporate Parenting Board. Following an initial scoping exercise, it has been concluded that all work can be implemented within existing resources.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 There are no direct financial implications for adopting care experience as a protected characteristic. Work to update policies and procedures will be led by the Equalities Team within the Human Resources Department. This work required is limited and can be managed within existing resources.

7.2 Legal and Governance

- 7.2.1 The Council has duties to provide support to care leavers under the Children Act 1989 as amended by the Children and Social Work Act 2017. The proposals set out in this report will enable the Council to carry out these duties.
- 7.2.2 There will be a requirement that the needs of care experienced people are explicitly considered in all future decisions made by the Council where an Equality Impact Assessment is required. A failure to carry out a robust Equality Impact Assessment could lead to the decision being challenged through the Courts by way of Judicial Review.

7.3 Relevant Policies and Plans

- 7.3.1 The Equalities Team will lead work to ensure all relevant policies and procedures are updated to incorporate care experience as a protected characteristic. This will include updating the following:
 - a) The Equality Screening Assessments (ESAs) and Equality Impact Assessments (EIAs).
 - b) Template documents used by the Council in consultation/engagement
 - c) Equalities and Diversity Training
 - d) Update the equality objectives set out in the Council's Equalities Strategy and Equalities Policy.

7.4 Risk

7.4.1 There are no significant risks arising from the proposed recommendations in this report.

7.4.2 The recognition of care experienced as a protected characteristic by the Council does not create any enforceable rights for those who have this characteristic. It is not at present one of the protected characteristics under the Equality Act 2010, in respect of which discrimination is unlawful.

7.4.3 The report recommends recognising 'Care Experienced' as a Protected Characteristic to demonstrate the Council's commitment to advancing equality of opportunity between those with care experience and those without and doing so in advance of national reform which will mandate this for all councils.

7.5 Consultation

7.5.1 There is no planned consultation as part of this proposal. If the decision is endorsed by Executive, local authority officers will work with the Northamptonshire Children's Trust to engage people with care experience to jointly produce an implementation plan.

7.6 Consideration by Executive Advisory Panel

7.6.1 Not applicable

7.7 Consideration by Scrutiny

7.7.1 Not applicable

7.8 Equality Implications

7.8.1 This recommendation of this report is to extend the list of protected characteristics as set out in the Equality Act (2010). In doing so, it will ensure that the needs of people with care experience will be explicitly considered.

7.8.2 An Equalities Screening Tool has been completed and highlights the beneficial impact that these proposals will have on the Council ability to demonstrate it is meeting the needs of all residents under the Equalities Act (2010).

7.9 Climate and Environment Impact

7.9.1 There are no implications on the climate and the environment.

7.10 Community Impact

7.10.1 There is no specific impact on particular localities.

7.11 Crime and Disorder Impact

7.11.1 There are no specific impacts on crime and disorder

8 Background Papers

8.1 Further information about the national campaign for local authorities to treat care experience as a protected characteristic is available here:

[Care Leaver Local Offer :: Home / Blog Articles \(careleaveroffer.co.uk\)](http://careleaveroffer.co.uk)

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EXECUTIVE 17th August 2023

Report Title	Capital Outturn 2023/24 – Draft Outturn as at Period 3
Report Authors	Janice Gotts, Executive Director of Finance and Performance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

Appendix A – General Fund Monitoring

Appendix B – HRA Monitoring

Appendix C – Development Pool

1. Purpose of Report

- 1.1 This report sets out the provisional capital outturn position for 2023/24 as at period 3 for North Northamptonshire Council (NNC), including requests to re-phase scheme expenditure profiles.
- 1.2 The report details the latest capital budgets (2023/24) for the General Fund and the Housing Revenue Account (HRA) Capital Programme, including new schemes which have been approved since 1st April 2023.

2. Executive Summary

- 2.1 This report sets out the draft 2023/24 outturn as at period 3 for the Council's capital programme.

- 2.2 It provides commentary on the Council's current financial outturn position for 2023/24 as at period 3 for both the General Fund and the HRA Capital Programmes. It should also be recognised at this point that the final outturn position may be affected by any changes arising from the outstanding audits for the legacy authorities.
- 2.3 The Council will continue to assess and refine its capital profiling as part of the capital monitoring for 2023/24 prioritising schemes and focussing on deliver ability. The outturn position presented in the report is based on the best available data and information of the operations of the Council. The review of profiling of the capital programme is currently ongoing and has not been reflected within this report.

3. Recommendations

- 3.1 It is recommended that Executive:
- a. Note the draft forecast capital outturn position as at period 3 for the General Fund Capital Programme and Housing Revenue Account (HRA) Capital Programme for 2023/24.
 - b. Note the new schemes that have been approved since 1st April 2023.
 - c. Approve the amendments to capital carry forwards from 2022/23 into 2023/24 for the General Fund as detailed in table 2 below.
- 3.2 Reason for Recommendations:
- This is in line with the Council's constitution and financial regulations in relation to governance.
- 3.3 Alternative Options Considered:
- This report is on the forecasted out-turn and therefore alternative options are not proposed.

4. Report Background

- 4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve and shape the local infrastructure of North Northamptonshire, with the benefits lasting over several years.
- 4.2 Resources come from several sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council is required to set a balanced revenue budget and therefore must ensure that where borrowing is proposed to fund the

cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.

- 4.3 The Council captures its projected capital expenditure within the Capital Programme to ensure effective monitoring and ensure transparency. In year changed to the Capital Programme are approved by Executive, unless authority has been delegated or Full Council approval is required, in accordance with the Council's constitution.
- 4.4 This report provides an update to the Capital Programme 2023/24 as adopted by the Council in February 2023 and updated in subsequent reports to Executive.
- 4.5 The programme has been split into three areas:
- General Fund Committed Capital Programme containing schemes approved by Council, the majority of which are in the process of being delivered.
 - General Fund Development Pool containing schemes which are in the early stages of their lifecycle and are not ready to commence. The Development Pool comprises the schemes that the Council would be prepared to take forward, subject to final negotiations, confirmation and evidencing of funding and submission of robust business cases to the Capital Approvals Board for approval by Cabinet.
 - Housing Revenue Account Capital Programme which contains schemes that are either committed or in their early stages of their life cycle.

Capital Approval Process

- 4.6 The Capital Approval Governance process aims to provide greater emphasis on the link to strategic priorities and achievement of benefits and outcomes. As part of this each submission is requested to identify any contribution to reducing carbon and/or how the development or investment will support a zero-carbon agenda.
- 4.7 The governance process requires that Directorates submit business cases to the officer led Strategic Capital Board for initial consideration. Each scheme requires approval to enter the development pool or as a commitment in the main programme. The business case must set out the requirement for funding and any funding streams available (e.g. grant), how it meets the Council's strategic priorities, risk analysis and expected outcomes and benefits.
- 4.8 The Strategic Capital Board meets monthly to scrutinise new proposals and consider the progress/risks in relation to schemes already in delivery as well as update on potential schemes which may be in the future pipeline. The board is chaired by the Executive Director of Finance and Performance and consists of the Executive Directors from each of the Directorates, the Monitoring Officer and finance/project management support.
- 4.9 In line with the agreed process, schemes progress from the Strategic Capital Board to initially be considered by the Council's Deputy Leader and the Executive

Member for Finance and Transformation. Following review, the capital scheme proposals are reported to Executive for approval each month through the Capital Update Report. If approved, such proposals will be incorporated within the Council's Capital Programme.

5. Issues and Choices – Forecast Outturn as at Period 3 2023/24

Draft Capital Outturn P3 2023/24

- 5.1 The outturn forecast for 2023/24 at period 3 in respect of the General Fund Capital Programme shows a revised capital budget position of £78.0m, including slippage and in-year approved programmes. The outturn position is currently estimated at a spend of £61.2m, which represents movement (slippage/underspend) of £16.8m against the budget.

Table 1

General Fund Capital Programme 2023/2024									
Directorate	Original Budget	Draft Brought forward Budget	Proposed Adjustments (table 2)	Revised Brought forward Budget	Approved in year	Revised Budget	YTD Actual P3	Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place and Economy	30,734	15,686	119	15,805	2,572	49,111	1,170	39,592	(9,519)
Children and Education	5,184	7,997	0	7,997	1,473	14,654	125	8,897	(5,757)
Adults, Communities and Wellbeing Services	1,811	4,714	1,502	6,216	3,313	11,340	1,350	10,293	(1,047)
Enabling and Support Services	1,079	1,501	366	1,867	0	2,946	(42)	2,460	(486)
Total	38,808	29,898	1,987	31,885	7,358	78,051	2,604	61,242	(16,809)

- 5.2 The range of schemes delivered or in progress during 2023/24 include Corby Towns Fund – 6th Form College and Train Station to Town Centre, Street Lighting upgrades, a number of school related improvements such as completion of work on Stanton Cross Primary School and Prince William Academy, delivery of highways maintenance programme, infrastructure related schemes such as the Isham Bypass, A43 Urban Extension, Hanwood Park Junctions in Kettering.
- 5.3 A significant proportion of the capital programme delivered in 2022/23 includes projects that were already in flight within the legacy authorities as well as new schemes. Focus has also been on those projects which have grant funding in order to ensure that any grant terms and conditions are met and minimise the potential risk of repayment and/or loss of grant. There remains a number of legacy projects within the 2023/24 capital programme.

5.4 The deliverability of the programme in future must also take into account the current and potential cost related to inflationary pressures. This may require some scoping changes or other mitigation if schemes are to remain within the original budget envelope.

5.5 **Amendments to 2022/23 Carry Forward Balances**

As part of the day-to-day management of the capital programme, the following items have been reviewed and identified as schemes where amendments to the draft carry forward position as presented to the Executive in June 2023 are required. This will increase the total draft position by £1.987m in 2023/24:

Table 2

Directorate	Scheme	Remaining budget at P12 2022/23	Further Adjustment to carry forward required in 2023/24
		£'000	£'000
Place	Tithe Barn Phase 2	162	162
Place	Tithe Barn Public Realm	58	58
Place	Highways 22-23 Integrated Transport*	903	(184)
Place	A43 Corby Link Road	83	83
Adults, Communities and Wellbeing	Housing and Homelessness Prevention	1,502	1,502
Enabling	Xpress Merge	34	34
Enabling	NCloud Server Replacements	76	76
Enabling	Capita ONE to Cloud	96	96
Enabling	Office365 Implementation	81	81
Enabling	Sharepoint 2007 migration	79	79
	TOTAL	3,074	1,987

**Budget carry forward no longer required as estimated.*

5.6 **General Fund Capital Programme Funding**

For the General Fund capital programme funding sources have been identified to cover the MTFS capital budget requirements, including the original MTFS budget of £38.8m, together with funding for the slippage (£31m) and in-year approved schemes (£7.4m). Below shows the anticipated funding source for the in-year expenditure for 2023/24, estimated at period 3 as £61.2m.

Table 3

Directorate	Discretionary Funding	Capital Receipts and Reserves	Capital Grants	S106	Total
	£'000	£'000	£'000	£'000	£'000
Place and Economy	4,707	2,406	30,075	2,404	39,592
Children and Education	1,772	0	5,929	1,196	8,897
Adults, Communities and Wellbeing Services	6,216	154	3,794	129	10,293
Enabling and Support Services	214	2,221	25	0	2,460
Total	12,909	4,781	39,823	3,729	61,242

5.7 Development Pool

The Development Pool was fully reviewed as part of the 2023/24 MTFP work, as presented to Budget Executive on 9th February 2023. Additionally, a number of schemes were added back to the development pool as part of the 2022/23 draft out-turn report, as presented in June 2023. The current development pool is detailed in **Appendix C**.

5.8 HRA Capital Programme

The outturn for the HRA Capital Programme shows a revised a budget for 2023/24 of £23.4m, including slippage from 2022/23 of £7.9m. There have been no further approvals since budget setting. The outturn is showing a forecast spend of £6.9m, which represents an underspend of £16.3m compared to budget, and which will be reviewed and re-profiled considering the latest position. Detailed analysis by project shown in **Appendix B**.

Table 4

HRA Capital Programme 2023/2024							
Directorate	Original Budget	Draft Brought forward Budget	Approved in year	Revised Budget	YTD Actual P3	Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Corby	10,375	5,706	0	16,081	645	4,501	(11,580)

Kettering	4,253	3,012	0	7,265	300	2,485	(4,780)
Total	14,627	8,719	0	23,346	945	6,986	(16,360)

- 5.9 A significant proportion of the budget is forecast not to be spent in 2023/24 as initially planned. Some schemes are forecast to underspend due to experiencing delays in finalising new contractual arrangements and identifying new housing development sites for new build properties which is currently being reviewed by officers.

6 Next Steps

- 6.1 If approved, the proposed carry forwards will be added to the approved 2023/24 Capital Programme, as adopted by Council in February 2023. Any further adjustments required because of the outstanding audits for legacy authorities and the Council for 2021/22 and 2022/23 will be reported back to Executive.

7 Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 The financial implications are set out in the detail of the report.

7.2 Legal and Governance

- 6.2.1 The council must utilise funding and deliver schemes in line with the restrictions and requirements as set out in the agreements linked to that funding and the requirements as set out in the Council's Constitution, in particular the budget setting and policy framework and the financial regulations.

6.3 Relevant Policies and Plans

- 6.3.1 The schemes provide a strategic fit with the Council's priorities as set out within the Corporate Plan.

6.4 Risk

- 6.4.1 The deliverability of the 2023/24 Capital Programme is monitored by the relevant accountable project manager and senior officer. There are a number of risks to be managed throughout the year and these are highlighted in the paragraphs below.
- 6.4.2 With most capital projects there is a risk that delays, and cost increases may arise as a result of the impact of inflation. Generally, this relates to the supply

and price of materials with projects requiring increased lead in times. Whilst every attempt is made to cost these implications into the project, the risks remain. However, it must be recognised that the current “Cost of Living Crisis” has driven up the level of inflation, which is much higher than in previous periods and indeed when funding bids were originally submitted. This therefore poses a risk to the deliverability of the projects as originally envisaged, where reductions to the scope of projects may be required to ensure budgets are not overspent.

6.4.3 If any overspends or emerging pressures are identified during the year for whatever reason, then mitigating actions will be sought and management interventions undertaken.

6.4.4 There is a risk in relation to funding, particularly S106 where works may be required to take place in advance of S106 triggers/funding being payable. This occurs where a road or school is needed to provide infrastructure for the first residents/businesses utilising the site. Where this is the required, the Council will fund costs at risk in relation to the funding being received to reimburse its costs.

6.4.5 The brought forward figures in this report from 2022/23 remain in draft. The position is provisional as the annual statutory audit of accounts for the authority is still to be completed. Until the Statement of Accounts are signed off by the External Auditors, there could be required amendments to the carry forward balances between financial years.

6.5 **Consultation**

6.5.1 The 2023/24 Capital Strategy and Capital Programme were subject to consultation prior to approval by the North Northamptonshire Shadow Authority in February 2020.

7.3 **Consideration by Executive Advisory Panel**

7.6.1 Not applicable

7.4 **Consideration by Scrutiny**

6.5.2 The report will be considered at a future meeting of the Finance and Resources Scrutiny Committee.

7.5 **Equality Implications**

7.8.1 None specific within this report

7.9 **Climate and Environment Impact**

7.9.1 The climate impact of each capital project will be considered and managed within the relevant scheme.

7.9.2 A number of the capital schemes include initiatives to offset/reduce carbon impact as a priority for the Council and in recognition of the Climate Emergency declared by the Council.

7.10 **Community Impact**

7.10.1 These proposals can be considered to have a positive impact on the community as the Capital Programme delivers the infrastructure to support, educate, connect and regenerate communities. This includes enhancing the cultural offer and promoting a positive environmental impact.

7.11 **Crime and Disorder Impact**

7.11.1 None specific within this report

8. Background Documents

8.1 The following background papers can be considered in relation to this report.

Capital Programme Budget 2023/24, approved by Council on 23rd February 2023, item C/208:

[Capital Programme Report 2023-26 - Feb Council.pdf \(moderngov.co.uk\)](#)

[Appendix A - Capital Programme 2023-26.pdf \(moderngov.co.uk\)](#)

[Appendix B - HRA Capital Programme 2023-26.pdf \(moderngov.co.uk\)](#)

[6. Appendix C - Development Pool.pdf \(moderngov.co.uk\)](#)

Capital Outturn 2022/23 – Provisional Outturn as at period 12, presented to Executive 8th June 2023, item 455:

[DRAFT P12 Draft Capital Outturn Report 2022-23.pdf \(moderngov.co.uk\)](#)

[Appendix A](#)

[Appendix B](#)

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Appendix A

Appendix A	General Fund Capital Programme						
	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P3 Actuals	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIRECTORATE - PLACE							
A509 Isham By pass	0	837	0	837	351	837	0
S106 Highways	500	128	0	628	0	128	(500)
Street Lighting LED Upgrade	2,157	3,033	0	5,190	0	2,480	(2,710)
Highways DFT LTP Integrated Transport Block 2023-24	2,102	207	0	2,309	0	1,500	(809)
Highways DFT Pothole Fund 2023-24	3,735	793	0	4,528	0	4,528	0
Highways DFT Incentive Block 2023-24	934	311	0	1,245	0	1,245	0
Highways DFT Maintenance Block 2023-24	3,735	185	0	3,920	0	3,920	0
Pothole repair additional funding 2023-24	0	0	1,494	1,494	0	1,494	0
HG0220 - Northamptonshire Superfast Broadband	562	550	0	1,112	(74)	1,111	(1)
Corby Town Fund Multi-Use Building	0	0	787	787	0	712	(75)
Corby Town Fund - 6th Form College	4,750	2,179	0	6,929	194	6,929	0
Corby Town Fund - Train Station to Town Centre	6,300	100	0	6,400	0	2,010	(4,390)
Priors Hall Sustainable Urban extension - A43/Steel Road junction	0	996	0	996	0	996	0
East Kettering (Hanwood Park) S106 Highways works	1,674	(23)	0	1,651	0	1,651	0
Property Stock Improvement & Compliance	326	337	0	663	(2)	663	0
Compulsory Purchase Order Fund	601	0	0	601	0	601	0
Garden Communities	0	1,428	0	1,428	0	1,428	0
Disabled Facilities Grant NNC	2,200	0	0	2,200	390	2,500	300
Private Sector Housing - Home Repairs Grants	0	661	0	661	6	45	(616)
All other schemes (individual budgets under £500k)	1,158	4,083	291	5,532	305	4,814	(719)
TOTAL PLACE	30,734	15,805	2,572	49,111	1,170	39,592	(9,520)
	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P3 Actuals	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIRECTORATE - CHILDREN AND EDUCATION							
Prince William School phase 3 works	0	3,813	0	3,813	0	1,144	(2,669)
Earls Barton School S106 works	1,290	204	0	1,494	7	1,061	(433)
Isebrook SEND College expansion - four seasons	0	827	0	827	1	822	(5)
Wollaston Secondary SEND Unit	0	0	561	561	118	561	0
Schools Minor Works 2022-2024	1,947	1,432	0	3,379	4	1,223	(2,156)
Rowan Gate Special School mobile to permanent	1,006	153	0	1,159	0	1,006	(153)
Kingswood Secondary Bulge	341	213	0	554	0	213	(341)
Children's Trust Planned Capital Maintenance Programme	600	225	0	825	0	825	0
Children's Residential Home Provision	0	762	0	762	0	762	0
All other schemes (individual budgets under £500k)	0	368	912	1,280	(4)	1,280	0
TOTAL CHILDREN AND EDUCATION	5,184	7,997	1,473	14,654	125	8,897	(5,757)
	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P3 Actuals	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIRECTORATE - ADULTS, COMMUNITIES & WELLBEING							
Community equipment capitalisation	540	0	0	540	0	540	0
Rough Sleepers Accommodation (RSAP)	0	542	0	542	401	542	0
Refugee Resettlement Programme 2023	0	3,711	3,234	6,945	969	6,945	0
All other schemes (individual budgets under £500k)	1,271	1,963	79	3,313	(20)	2,266	(1,047)
TOTAL ADULTS, COMMUNITIES & WELLBEING	1,811	6,216	3,313	11,340	1,350	10,293	(1,047)
	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P3 Actuals	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIRECTORATE - ENABLING SERVICES							
Revenues & Benefits System	0	720	0	720	47	600	(120)
IT Strategy	559	0	0	559	0	559	0
Infrastructure / Flexi & Remote Working	220	330	0	550	0	550	0
All other schemes (individual budgets under £500k)	300	817	0	1,117	(89)	751	(366)
TOTAL ENABLING	1,079	1,867	0	2,946	(42)	2,460	(486)
	Original Budget	Budget C/fwd	Approved in year	Revised Budget	P3 Actuals	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
TOTAL GENERAL FUND CAPITAL PROGRAMME	38,808	31,885	7,358	78,051	2,604	61,242	(16,810)

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Directorate - Housing	Original Budget	Revised Budget C/fwd.	Approved Budget in year	Revised Budget	P3 Actual	P3 Forecast	Variance to Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Corby							
New Build	5,500	3,593	0	9,093	261	350	(8,743)
Hidden Homes	200			200	0	200	0
Estate Management	250			250	0	150	(100)
Roof Renewals	350			350	4	150	(200)
Decent Homes - Electrical Upgrades	385	1,024	0	1,409	86	385	(1,024)
Central Heating Renewal	350	303	0	653	66	350	(303)
Heath & Safety and Fire Precautions	200	562	0	762	9	91	(671)
Improving access for disabled people	250	(58)	0	192	41	250	58
Supply Chain Improvement	40	79	0	119	26	40	(79)
Decent Homes - Kitchen & Bathroom Renewal	300	(107)	0	193	50	206	13
External Door Replacements	250	(24)	0	226	36	129	(97)

HRA - Wall Finishes [CBC]		(244)	0	(244)			244
HRA - Unallocated Labour & Overheads [CBC]	1,500	278	0	1,778	0	1,500	(278)
Environmental Improvements		280	0	280			(280)
HRA Housing Management System [CBC]		20	0	20			(20)
Major Voids Works	400			400	59	400	0
Sheltered Housing	200			200	10	200	0
Energy Improvements	200			200	0	100	(100)
Total Corby Housing	10,375	5,706	0	16,081	645	4,501	(11,580)

Directorate - Housing	Original Budget	Revised Budget C/fwd.	Approved Budget in year	Revised Budget	P3 Actual	P3 Forecast	Variance to Budget
Kettering Housing							
Decent Homes - Kitchen & Bathroom Renewal	400	163	0	563	9	200	(363)
Central Heating Renewal	400	73	0	473	85	400	(73)
Roof Renewals	200	175	0	375	3	150	(225)
Improving access for disabled people	225	(50)	0	175	4	125	(50)
Decent Homes - Electrical Upgrades	300	114	0	414	83	326	(88)
External Door Replacements	300	11	0	311	1	200	(111)
Voids Repairs and Improvements	250	(84)	0	166	90	250	84
External Insulation		127	0	127	0	0	(127)
Environmental Improvements	200	92	0	292	0	100	(192)
Sheltered Housing	50	47	0	97	6	50	(47)
Estate Management (Window Renewal)	100	116	0	216	16	100	(116)
Heath & Safety and Fire Precautions	60	(13)	0	47	18	60	13

Supply Chain Improvement	25			25	0	25	0
New Build	1,743	2,243	0	3,986	(15)	500	(3,486)
Total Kettering Housing	4,253	3,012	0	7,265	300	2,485	(4,780)
Total Housing Revenue Account	14,627	8,719	0	23,346	945	6,986	(16,360)

Appendix C

Development Pool Forecast Expenditure 2023-24 Onwards

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
New Primary Schools	Children and Education	Glenvale and Priors Hall	6,000	6,000	600	12,600	S106
New Secondary Schools	Children and Education	Hanwood Park and Weldon village	10,000	20,000	20,000	50,000	S106
S106 Funded School Expansions	Children and Education	Expansions at Huxlow, Oakley Vale, Desborough and West Hill	-	650	9,000	9,650	S106
Alfred Street/Tennison Road Amalgamation	Children and Education	Merger of two schools	1,040	-	-	1,040	DFE
Sir Christopher Hatton Secondary School	Children and Education	Expansion	1,761	-	-	1,761	DFE/S106
Various SEND schemes	Children and Education	Schemes to provide new SEND capacity to meet demand across North Northants	9,669	5,621	150	15,440	DFE
Devolved Formula Capital	Children and Education	Maintained schools capital grant, allocated by school by DFE.	306	302	300	908	DFE
School Strategic Repairs and Maintenance	Children and Education	Funded from 'Schools Condition Allocation' Grant based on condition surveys for maintained schools.	-	1,000	1,000	2,000	DFE
Tithe Barn Road Office Refurbishment	Place	As described.	-	2,421	-	2,421	Discretionary
New Depot	Place	As described.	-	2,750	750	3,500	Discretionary
Recycling Project / Facility	Place	As described.	-	2,876	2,500	5,376	Discretionary
LTP Maintenance	Place	Non ring-fenced DfT grant for the maintenance of highways assets.	-	3,735	3,735	7,470	DfT
LTP Integrated Transport	Place	Non ring-fenced DfT grant for small scale improvements delivering the objectives of the Local Transport Plan.	-	1,551	1,551	3,102	DfT
Incentive fund	Place	Non ring-fenced DfT grant for the maintenance of highways assets.	-	934	934	1,868	DfT
Pothole Fund	Place	Ring-fenced DfT grant for the repair of potholes.	-	3,735	3,735	7,470	DfT
A509 Wellingborough Development Link Phase 1 (Isham Bypass)	Place	Road scheme.	7,552	12,787	30,656	50,995	DfT, Developer, LA
A43 Northampton to Kettering Phase 3 (Overstone Grange to Holcot/Sywell)	Place	Dualling of the A43 Northampton to Kettering (his section spans the boundary between Daventry and Wellingborough).	432	832	2,297	3,561	DfT, Developer, LA
Flood Alleviation	Place	As bid for from Environment Agency and funding secured from external bodies e.g. Anglian Water.	-	250	250	500	External Funding

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
Estate Stock Condition and compliance works	Place	Expenditure on NCC properties relating to replacement and repair of boiler and ventilation systems, roofs and building fabric works. Also covers health and safety, water quality and fire regulations requirements.	1,000	1,000	1,000	3,000	Capital Receipts
Public Health Schemes	Place	Awaiting confirmation of funding approval	-	101	-	101	Grant
Corby Town Fund	Place	Deliver of four projects Sixth Form College, Corby Station Link, Smart and Connected Corby and Multi-Use building.	1,022	713	-	1,735	External /s.106
UK Shared Prosperity Fund	Place	Grant bid left behind	245	190	1,060	1,495	Grant
Levelling Up Fund	Place	Two bids submitted one for Transformation through Green Growth (Stanton Cross R6 overbridge) Chester House Phase 2 and the Greenway) and for Improving Life Chances (Adrenaline Alley, Corby Station Link and Queensway, Wellingborough regeneration)	-	-	-	-	Grant
Grounds Maintenance Equipment replacement	Place	Capital budget to renew grounds maintenance equipment	-	400	-	400	Discretionary
Electric Vehicle charging points CIC & CEC	Place	Supply and installation of electric vehicle charging points for tenants use (includes previous Electric Charging scheme)	-	134	-	134	Capital Receipts
Future Way of Working Assets Implementation	Place	Capital budget to implement accommodation changes as part of the Future Way of Working implementation plan	-	1,500	-	1,500	Discretionary
Ladbrook Reservoir	Place	Further phase of capital works to the reservoir to meet the councils statutory duties.	-	330	-	330	Grant
Local Authority Tree Fund 2024/25	Place	Grant funding for tree planting in open space	-	-	80	80	Grant
Play Area investment in Country Parks	Place	To invest in new play equipment to support growth in parking income.	-	300	-	300	s.106
Public Sector Decarbonisation Fund	Place	Bid for external funds to decarbonise the Council's estate	-	1,000	-	1,000	Grant
Future Fleet (ex BCW Norse)	Place		-	397	-	397	Discretionary
Residential Zones/CPE	Place		-	20	-	20	Discretionary
CPO Fund	Place	Potential repurpose for Smiths land scheme	-	601	-	601	Capital Receipts
Device Management	Enabling	End of life replacement.	-	-	-	-	Discretionary
Northants Care Record	Adults	Integrating systems into the NHCP Northants Care Record for a single view of the patient/citizen for social workers and clinicians.	50	-	-	50	Discretionary
Leisure and Tourism Projects	Adults	Pemberton, Splash and Nene Leisure Centres	15	-	-	15	Discretionary
Social Care System Replacement	Adults		-	939	-	939	Discretionary
Castle Theatre	Adults		-	740	-	740	Capital Receipts

Scheme	Directorate	Scheme Description	2023-24 £000's	2024-25 £000's	2025-26 £000's	Total £000's	Funding Source
Rockingham Road Pavilion	Adults		-	300	-	300	Discretionary
Empty Properties	Adults		-	308	-	308	Capital Receipts
Burton Latimer Community Leisure	Adults		-	790	-	790	Grant & External Contributions
Corporate Systems	Enabling	Mainly Corporate IT Systems	243	-	-	243	Discretionary
Totals			39,335	75,207	79,598	194,140	

Discretionary Funding	308	11,603	3,250	15,161
Capital Receipts	1,000	2,783	1,000	4,783
Grant Funding	21,005	33,158	45,748	99,911
S106	17,022	27,663	29,600	74,285
Total	39,335	75,207	79,598	194,140

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EXECUTIVE 17th August 2023

Report Title	Capital Programme Update 2023/24
Report Author	Janice Gotts, Executive Director of Finance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

None

1. Purpose of Report

- 1.1 The purpose of this report is to request approval for capital schemes that have come forward for inclusion in within the Council's approved Capital Programme. Approval of the schemes and associated funding will allow these schemes to move forward to procurement and delivery.

2. Executive Summary

- 2.1 This report contains details of projects which have been submitted by officers to the Council's Strategic Capital Board as part of the Council's Capital Approval Process. Each scheme must complete a business case setting out the changes requested to the Capital Programme, including the purpose of the spend, the expected outcomes and the financial implications together with funding routes.

3. Recommendations

3.1 It is recommended that Executive:

- i) Approve the following changes into the capital programme:
 - a. The Avenue Infants School SEND Provision – budget approval for £860k, £727k in 2023/24 and £133k in 2024/25 which is to be funded £838k from SEND Capital Grant and £22k from S106 contributions.
 - b. Great Doddington Primary School mobile replacement – budget approval for £997k, £897k in 2023/24 and £100k in 2024/25 which is to be funded from Basic Needs Capital Grant.
 - c. Weavers Academy bulge places - budget approval for £412k, £367k in 2023/24 and £45k in 2024/25 which is to be funded from Basic Needs Capital Grant.
 - d. Schools Minor Works budget uplift - budget approval for £808k in 2023/24 which is to be funded from S106 contributions.
 - e. Devolved Formula Capital (DFC) grants passported to Maintained Schools – budget approval for £262k in 2023/24, to be funded by the DFC grant.
 - f. Spinney Road, Weldon Play Area – budget approval of £35k in 2023/24 which is to be funded from S106 Contributions.
 - g. Desborough Green Space – budget approval of £20k in 2023/24 to be funded by S106 contributions.
 - h. Well Lane Recreation Ground, Rothwell – budget approval of £12k in 2023/24 which is to be funded from S106 contributions.
 - i. Higham Ferrers Library Provision – budget approval of £23k in 2023/24 which is to be funded from S106 contributions.
 - j. Phase 2 Refugee Resettlement Scheme – approve a budget of £3.298m for phase 2 of the Refugee Resettlement Scheme funded through £1.298m from the Local Authority Housing Grant and a virement of £2m from the Housing and Homelessness prevention capital programme to the Resettlement capital programme to meet the match funding requirement for the grant.
- ii) Recommend to Council to approve a funding virement of £2m for match funding in respect of the Phase 2 Refugee Resettlement Scheme as set out in the report. This is in accordance with the Council’s Constitution as the virement request exceeds £0.5m.

3.2 Reasons for Recommendations: These are set out in greater detail within section 5 of the report, but can be summarised as:

- To support the statutory delivery of school places and SEND school places across North Northamptonshire.
- To meet corporate plan objectives, for instance in leading in improving the local environment

3.3 Alternative Options Considered:

- The funding for the schemes in this report are in accordance with the requirements of the grant or S106 agreements, so there are no alternative options proposed in this report.
- Where individual schemes are over £500k, separate reports are included elsewhere on this agenda which set out the wider options that were considered before reaching the proposals put forward.

4. Report Background

4.1 The Capital Programme is the Council's plan for investing in assets to efficiently deliver its statutory services, and to improve the local infrastructure of North Northamptonshire, with the benefits lasting over a number of years. The Council is required to set a balanced revenue budget and therefore must ensure that where borrowing is proposed to fund the cost of capital that the cost of servicing the debt is affordable within the Council's revenue budget.

4.2 Resources come from several sources including Government grants, capital receipts from surplus land and buildings, revenue contributions, other external contributions and borrowing. The Council captures its projected capital expenditure within the Capital Programme to monitor the same, help to control costs and ensure transparency. Given that the Capital Programme is approved by Executive, changes to it are also approved by Executive unless authority has been delegated in accordance with the Council's constitution.

4.3 This report provides an update to the Capital Programme 2023/24 as adopted by the Council in February 2023 and requests that the proposed changes are approved and reflected within the programme.

5. Issues and Choices – Further Detail on the Recommendations and Updates to the Capital Programme

5.1 **The Avenue Infants School - £860k, £727k in 2023/24 and £133k in 2024/25 which is to be funded £838k from SEND Capital Grant and £22k from S106 contributions:** The Avenue Infants School is a Two-form entry School for

Reception to Year Two pupils. There is a dedicated SEND coordinator and teachers actively provide differentiated learning opportunities suited to each individual. Currently, the school has a dedicated room for 1:1 and sensory use. However, its location within the school feels detached and subordinate, a clear contradiction of the objective of inclusivity. Reception Pupils have to be escorted for an extended period due to the school layout, The school' lacks ancillary accommodation, primarily storage and staff facilities.

- 5.2 The project proposal is to demolish the current snug, staffroom and first aid room and building a two-storey extension on the right side of the school plus remodelling some internal spaces. Expanding on these facilities and placing them at the heart of the school will not only provide a practical solution but help to reduce the stigma surrounding SEND.
- 5.3 As this scheme is over £500k, there is a separate report elsewhere on this agenda which sets out further information on the proposals.
- 5.4 **Great Doddington Primary School mobile replacement – £997k, £897k in 2023/24 and £100k in 2024/25 which is to be funded from Basic Needs Capital Grant:** Great Doddington Primary School is a village Primary School with 140 pupils. At present there is a double mobile classroom on site. This mobile classroom is in poor condition, the roof leaks and the cladding is beyond repair. The school also have reported the floor is very springy. The unit has reached the end of its design life and a permanent solution is required.
- 5.5 Various options for replacement of the classroom were investigated with the school, with the preferred option being a new building at the top of the site with a link back to the main school building.
- 5.6 As this scheme is over £500k, there is a separate report elsewhere on this agenda which sets out further information on the proposals.
- 5.7 **Weavers Academy bulge places - £412k, £367k in 2023/24 and £45k in 2024/25 which is to be funded from Basic Needs Capital Grant:** Additional secondary school places are required in Wellingborough. This scheme seeks to create an additional 24 places at Year 7 through completion of a number of adaptations to address circulation and safeguarding improvements that will allow the accommodation of the extra capacity.
- 5.8 **Schools Minor Works budget uplift - £808k in 2023/24 which is to be funded from S106 contributions:** A number of S106 contributions have been identified that relate to schools. This request is to add the total value of the contributions to the Schools Minor Works programme, where existing governance processes will be used to review and approve schemes. Any schemes funded by the S106 contributions will be in line with the obligations set out in the S106 agreements.
- 5.9 As this scheme is over £500k, there is a separate report elsewhere on this agenda which sets out further information on the proposals.

- 5.10 **Devolved Formula Capital (DFC) grants payments for Maintained Schools – budget approval for £262 in 2023/24, to be funded by the DFC grant:** The Council receives a Devolved Formula Capital Grant for capital investment in respect of its maintained schools each year. The Department for Education (DFE) provides the detail on the allocation per school, based on pupil headcount, and the Council is required to passport this to the schools to spend on supporting capital related requirements. For 2023/24 this allocation is £262k that will be passed over to the schools.
- 5.11 **Spinney Road, Weldon Play Area – budget approval of £35k in 2023/24 which is to be funded from S106 Contributions:** The play area at Spinney Road, Weldon is due to be refurbished. Section 106 funding was secured for these works through Mulberry Homes. The proposal for this scheme is to include replacing the perimeter fence, which is damaged, and upgrading the play equipment on site.
- 5.12 **Desborough Green Space – budget approval of £20k in 2023/24 to be funded by S106 contributions:** This scheme is proposed to install adequate footpaths and hard standing throughout the plethora of entrances to the site and to improve accessibility for park users. S106 contributions have been received that stipulates funds are used specifically to improve the Desborough Greenspace site.
- 5.13 **Well Lane Recreation Ground, Rothwell – budget approval of £12k in 2023/24 which is to be funded from S106 contributions:** The purpose of this scheme is to improve drainage upon the existing football pitches within the Well Lane Rec site to improve pitch conditions and provide a suitable facility for local grass roots football. S106 contributions have been received that stipulates funds are used specifically at Well Lane Recreation Ground for the improvement of sports provision.
- 5.14 **Higham Ferrers Library Provision – budget approval of £23k in 2023/24 which is to be funded from S106 contributions:** An amount of £23k of S106 funding is allocated for library services in Higham Ferrers. The developer agreement does not allow for use of the funding at any other library location. This proposal is to set up a small library provision in Higham Ferrers which is to be run independently by Higham Ferrers Town Council.
- 5.15 **Phase 2 Refugee Resettlement scheme – budget approval of £1.298m in 2023/24 which is to be funded from the Local Authority Housing Fund Round 2, together with a virement of £2m from homelessness prevention capital programme to the resettlement programme:** Further funding from the Department of Levelling Up Housing and Communities of £1.298m for a further 11 homes is available to deliver additional housing for those on Afghan resettlement schemes and to ease the wider homelessness pressure. The grant requires match funding from the Council of £2m which will be met from accelerating the current homelessness prevention budget from 2024/25 and 2025/26, £1m for each year respectively, into 2023/24. It is proposed that this budget will then be vired into the resettlement capital programme. As the

virement request for the scheme exceeds £0.5m, this movement of funding will be subject to Council approval in accordance with the Council's constitution.

- 5.16 As this scheme is over £500k, there is a separate report elsewhere on this agenda which sets out further information on the proposals.

6. Next Steps

- 6.1 Children's Services are working with the educational community in addressing sufficiency of school places across North Northamptonshire to address significant in year admissions challenges both in Primary and Secondary Schools including SEND provision.

7. Implications (including financial implications)

7.1 Resources, Finance and Transformation

- 7.1.1 The additional budget requirements in this report are funded from the use of external grants and S106 contributions. The funding source for each scheme is set out in the recommendations in section 3 and within the scheme details as set out within section 5.

- 7.1.2 There is also a virement request as set out in section 5 to support the match funding of government grant.

7.2 Legal

- 7.2.1 The Council must utilise funding and deliver schemes in line with the restrictions and requirements as set out in the agreements linked to that funding and the requirements as set out in the Council's Constitution, in particular the budget setting and policy framework and the financial regulations. In this regard any new borrowing must be approved by Council (no new borrowing identified in this report).

- 7.2.2 The virement request for the Phase 2 Refugee scheme exceeds £0.5m and will be recommended to Council for approval in accordance with the Council's Constitution.

7.3 Risk

- 7.3.1 The deliverability of the 2023/24 Capital Programme is monitored by each accountable project manager and senior officer. There is further review throughout the financial year reported through the Executive.

- 7.3.2 If any overspends or emerging pressures are identified during the year, then mitigating actions will be sought and management interventions undertaken.

- 7.3.3 With most capital projects there is a risk that delays, and cost increases may arise as a result of the impact of inflation. Generally, this relates to the supply and price of materials with projects requiring increased lead in times. Whilst every attempt is made to cost these implications into the project, the risks remain. However, it must be recognised that the current “Cost of Living Crisis” has driven up the level of inflation, which is much higher than in previous periods and indeed when funding bids were originally submitted. This therefore poses a risk to the deliverability of the projects as originally envisaged, where reductions to the scope of projects may be required to ensure budgets are not overspent.
- 7.3.4 There is a risk in relation to funding, particularly where it is from third parties including grants. Appropriate agreements must be entered into to ensure that the funding is secured and spend is in accordance with any criteria stipulated by the funder, this includes both the nature of the spend and the timing (where a deadline applies).
- 7.3.5 The current uncertain economic context is also increasing interest rates associated with borrowing that is used to fund elements of the capital programme. This treasury risk impacts the overall affordability of the programme, which will be closely monitored and managed, but may lead to a reduced capital programme in the future.

7.4 Relevant Policies and Plans

- 7.4.1 The schemes provide a strategic fit with the Council’s priorities as set out within the corporate plan.

7.5 Consultation

- 7.5.1 The 2023/24 Capital Strategy and Capital Programme were subject to consultation prior to approval by the North Northamptonshire Authority in February 2023. The programme was approved by Council at its meeting on 23rd February 2023 and was subject to consultation from 22nd December 2022 to 27th January 2023. These changes are in addition to the approved programme.

7.6 Consideration by the Executive Advisory Panel

- 7.6.1 Not applicable.

7.7 Consideration by Scrutiny

- 7.7.1 The schemes recommended in this report have not been considered by Scrutiny. However, monitoring against the programme is subject to Scrutiny.

7.8 **Equality Implications**

7.8.1 Nothing specific within this report.

7.9 **Climate and Environmental Impact**

7.9.1 The climate and environmental impact of each capital project will be considered and managed within the relevant scheme.

7.10 **Community Impact**

7.10.1 These proposals can be considered to have a positive impact on the community as the Capital Programme delivers a range of schemes to support and connect communities.

7.11 **Crime and Disorder Impact**

7.11.1 Nothing specific within this report.

8. Background Papers

8.1 The following background papers can be considered in relation to this report.

Capital Programme Budget 2023/24 – Full Council, 23rd February 2023 - [Capital Programme Report 2023-26 - Feb Council.pdf \(modern.gov.co.uk\)](#)

EXECUTIVE 17th August 2023

Report Title	Budget Forecast 2023-24 at Period 3
Report Authors	Janice Gotts, Executive Director of Finance and Performance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

Appendix A – Savings Schedule

1. Purpose of Report

- 1.1. The revenue budgets (2023/24) and Medium-Term Financial Plans for North Northamptonshire Council for the General Fund and the Housing Revenue Account were approved by Council at its meeting on 23rd February 2023. The purpose of this report is to set out the forecast outturn position for the Council for 2023/24 for the General Fund the Housing Revenue Account and the Dedicated Schools Grant.
- 1.2. This monitoring report sets out the material financial issues identified since the 2023/24 budget was set, based on the income and expenditure as at the end of June 2023 (Period 3) and reflects the views of the Assistant Directors and budget managers within the Directorates.
- 1.3. As part of the ongoing monitoring process, work will continue to examine income and expenditure and activity data, against the available budgets to support the position presented and help to shape the medium-term financial plan.

2. Executive Summary

- 2.1 This report provides commentary on the Council's forecast for the revenue outturn position 2023/24. This is an early indication based on information available as at Period 3 (June 2023) – the forecast position for each of the funds is as follows:
- General Fund - overspend of £7.847m - (Period 2 - £7.120m).
 - Housing Revenue Account - overspend of £24k – (Period 2 – £93k).
 - Dedicated Schools Grant is currently forecast to be delivered on budget this is unchanged from Period 2.
- 2.2 The forecast is based on the emerging data for 2023/24 and the Council will continue to assess and refine the position on a regular basis using the latest intelligence available. The forecast presented in this report is based on the best available data and information of the operations of the Council and represents the view of the Budget Holders and Directors.
- 2.3 In order to help safeguard the financial position of the Council, officers will continue to seek efficiencies in year to offset the forecast overspend. The Council has a contingency budget and reserves available to call on to help fund in-year pressures, however, it will look to achieve alternative mitigations in the first instance.
- 2.4 National factors continue to be challenging and the Council, like its residents and businesses are facing inflationary pressures which impacts on the cost of services with CPI in June 2023 at 7.9%. Alongside this, the Bank of England increased interest rates by 0.25% in August and are now at 5.25%.

3. Recommendations

- 3.1 It is recommended that the Executive:
- a) Note the Council's forecast outturn position for 2023/24 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 to Section 7 of the report.
 - b) Note the assessment of the current deliverability of the 2023/24 savings proposals in **Appendix A**.
 - c) Approve an increase in the gross budget of £984k to support the delivery of the government's wider commitment to level up all parts of the UK to be funded from the UK Shared Prosperity Fund (UKSPF) grant of £984k as set out in paragraph 5.69.
 - d) Approve an increase in the gross budget of £1.919m to provide additional support to adult social care, to be funded from the Market Sustainability and Improvement Fund as set out in paragraph 5.70.

- 3.2 Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 3 and consider the impact on this year and future years budgets.
- 3.3 Alternative Options Considered: The report focuses on the forecast revenue outturn against budget for 2023/24 and makes recommendations for the Executive to note the current budgetary position as such there are no specific choices within the report.

4. Report Background

General Fund

- 4.1 The Council's Revenue Budget for 2023/24 was set at the Council meeting on 23rd February 2023. The overall outturn forecast for the General Fund for 2023/24, as at Period 3 is a forecast overspend of £7.847m (Period 2 - £7.120m) against a budget of £336.590m. This is summarised in the Table below.

General Fund Forecast Outturn 2023/24				
Description	Net Budget	Forecast Position 31/03/24	Forecast Variance 31/03/24	Forecast Variance 31/03/24
	£'000	£'000	£'000	%
Net Available Resources	337,072	337,072	0	0.00
Total Corporate Budgets	30,203	26,497	(3,706)	(12.27)
Children & Education	69,692	79,199	10,217	14.66
Adults, Health, Partnerships and Housing	124,542	125,512	970	0.78
Public Health & Communities	8,339	8,339	0	0.00
Place & Economy	69,103	69,026	(77)	(0.11)
Enabling & Support Services	35,193	35,636	443	1.26
Total Directorate Budgets	306,869	317,712	11,553	3.76
Total Budget	337,072	344,209	7,847	2.33

Note – Favourable variances are shown in brackets.

- 4.2 The forecast position at Period 3 is an overspend of £7.847m (Period 2 - £7.120m). The following table summarises the overspend.

	Report Ref	Net Budget	P2 Forecast	Movement in Forecast	P3 Forecast	
		£000	£000	£000	£000	%
Children & Education		69,692	9,496	721	10,217	14.66
Assistant Director of Education	5.2	5,431	527	11	538	9.91
Commissioning & Partnerships	5.17	981	(118)	0	(118)	0.00
Northamptonshire Childrens Trust - NNC Only	5.20	63,280	9,087	710	9,797	15.48
Adults, Health, Partnerships & Housing		124,542	970	0	970	0.78
Adult Services	5.33	89,811	0	0	0	0.00
Safeguarding and Wellbeing	5.36	6,577	0	0	0	0.00
Commissioning & Performance	5.38	25,243	970	0	970	3.84
Strategic Housing, Development and Property Services	5.40	2,911	0	0	0	0.00
Public Health & Communities		8,339	0	0	0	0.00
Public Health	5.43	0	0	0	0	0.00
Communities	5.45	8,339	0	0	0	0.00
Place & Economy		69,103	(59)	(18)	(77)	0.00
Assets & Environment	5.48	4,279	(47)	(258)	(305)	0.00
Growth and Regeneration	5.50	4,414	238	250	488	11.06
Highways & Waste	5.52	57,332	(140)	(7)	(147)	0.00
Regulatory Services	5.54	2,426	(110)	(3)	(113)	0.00
Directorate Management	5.56	652	0	0	0	0.00
Enabling & Support Services		35,193	419	24	443	1.26
Finance & Performance	5.57	14,814	50	18	68	0.46
Chief Executive	5.56	741	0	34	34	4.59
Assistant Chief Executive	5.59	863	0	0	0	0.00
IT	5.61	8,021	369	(87)	282	3.52
Human Resources	5.63	3,666	0	0	0	0.00
Legal Services	5.65	5,042	0	59	59	1.17
Customer Services	5.67	2,046	0	0	0	0.00
Corporate Costs	5.68	30,203	(3,706)	0	(3,706)	0.00
Total	5.20	337,072	7,120	727	7,847	2.33

Note – Favourable variances are shown in brackets.

- 4.3 The net budget has increased by £482k from £336.590m in Period 2 to £337.072m in Period 3. This reflects the use of the Climate Change reserve to support the development and operation of climate change projects and initiatives which was approved by the Executive at the meeting on 12th July 2023.

Housing Revenue Account

- 4.4 The Housing Revenue Account (HRA) is a separate ring-fenced account within the Council for the income and expenditure associated with its housing stock. The HRA does not directly impact on the Council's wider General Fund budget or on the level of council tax. Income to the HRA is primarily received through the rents and other charges paid by tenants and leaseholders.
- 4.5 Within North Northamptonshire prior to 1st April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts, these being:
- the Corby Neighbourhood Account - responsible for the stock that was managed by Corby Borough Council and
 - the Kettering Neighbourhood Account - responsible for the stock that was managed by Kettering Borough Council.
- 4.6 The Council's overall outturn forecast for the Housing Revenue Account as at Period 3, is a forecast overspend of £24k (Period 2 - £93k) against the approved budget of £38.752m. This is summarised in the table below and further details are set out in Section 6. It is important to note that this is subject to continual review.

Housing Revenue Account Forecast Outturn 2023/24				
	Budget			
Directorate	Expenditure	Income	Net	P3 Forecast Variance at 31/03/24
	£'000	£'000	£'000	£'000
Corby Neighbourhood Account	21,481	(21,481)	0	(8)
Kettering Neighbourhood Account	17,271	(17,271)	0	32
Net Position 2022/23 (under)/over	38,752	(38,752)	0	24

Dedicated Schools Grant

- 4.7 The Dedicated Schools Grant (DSG) is a ringfenced grant allocated to Local Authorities by the government to support a range of education related services.
- 4.8 The Council's overall outturn forecast for the DSG as at Period 3, is a forecast Net Spend of £121.200m against the approved budget of £121.200m. This is summarised in the table below and further details are set out in Section 7. It is important to note that this is subject to continual review.

Dedicated Schools Grants Forecast Outturn 2023/24					
Block	Gross Budget	Recoupment	Net Budget	Forecast Net Spend	Variance
	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	3,287	0
High Needs Block	57,851	10,853	46,998	46,998	0
Early Year Block	23,541	0	23,541	23,541	0
Total	354,963	233,763	121,200	121,200	0

National Context

- 4.9 The national, and indeed the global, economy continues to see significant inflationary pressures, with energy prices pushed to record levels, which in turn has contributed to high inflation. The Monetary Policy Committee (MPC) of the Bank of England has taken action to get inflation under control; this in part has resulted in higher interest rates.
- 4.10 The Bank of England increased the Base Rate by 0.25% to 5.25% on 3rd August 2023. This was the fourteenth consecutive increase since December 2021 and the rate is at its highest level for 15 years (February 2008 – 5.25%).
- 4.11 The inflation figures for June 2023 are slightly lower than in May 2023. The 12-month CPI figure for June is 7.9% (May 8.7%) and the 12-month RPI figure for June is 10.7% (May 11.3%).
- 4.12 Councils like most organisations have experienced the impact of significant price rises, particularly around fuel and energy costs (for example, the street lighting PFI). A number of services are provided under contract, and the Authority is experiencing some pressure from suppliers regarding current arrangements and any new contracts entered in to. As part of the budget setting for 2023/24, the Council included growth to address forecast inflationary increases in light of the position known at the time.
- 4.13 Further risk to Local Government funding comes from the high street as individuals have less disposable income and businesses face higher energy and supply costs. This poses a risk for the Council's future income generation from business rates should businesses cease to trade. It may also see more people seeking to access Council Tax Support and other financial support which could reduce the overall Council Tax yield. The continued increases in interest rates also have an impact on the number of new homes that are being occupied which can also have an adverse impact on the Council Tax yield.
- 4.14 Alongside this there is a recognition that the demand for services may increase which will need to be taken into account as part of financial and service planning.
- 4.15 The context of the national and global economy along with potential changes to the local government financial landscape in the future through reforms are key considerations for the Council as it continues to deliver its services for 2023/24 and will be key considerations in developing the 2024/25 draft budget proposals and the Medium-Term Financial Plan.

5. Overview of Forecast Position 2023/24

Available Resources and Corporate Costs

- 5.1 The Council is responsible for the collection of local taxes (Council Tax and Business Rates). At the end of June 2023 29.39% of Council Tax had been collected (June 2022 – 29.31%). Business Rates collection was 28.92% at the end of June 2023 (June 2022 – 28.87%).

Corporate Resources

- 5.2 The total net budget for Corporate Resources is £30.203m. The composition of the budget together with the forecast variances are shown in the following Table.

Description	Net Budget	P3 Forecast Variance	
		£'000	%
Corporate Contingency	3,746	0	0.00
Minimum Revenue Provision (MRP)	7,970	0	0.00
Pay Contingency	5,708	0	0.00
Pay and Grading Review	2,479	0	0.00
Insurance	600	0	0.00
Treasury	8,830	(3,706)	(41.97)
Bad Debts Provision	870	0	0.00
Total	30,203	(3,706)	(12.27)

- 5.3 The Councils Corporate Contingency Budget for 2023/24 is £3.746m, which represents around 1% of the net budget. The contingency budget is held to meet unknown or unplanned / unbudgeted costs. At this stage the Contingency Budget is currently assumed to be used in full during the year. This will include inflationary and demand pressures as well as helping to offset the potential additional cost of the pay award, as the offer by the employers already exceeds the pay inflation allowed.
- 5.4 The Minimum Revenue Provision (MRP) reflects the minimum amount a Council must charge to the revenue budget each year to set aside a provision for repaying borrowing. This has been calculated as £7.970m which was an increase of £1.538m from 2022/23 and ensures that the provision is aligned to the MRP policy moving into the medium term.
- 5.5 The Council has set aside £5.708m in 2023-24 as a Pay Contingency to allow for annual increments and potential pay changes of 4%, with the final requirement determined by the outcome of pay negotiations, and the cost of increments. This budget will be allocated in 2023-24 once these have been agreed. The Pay award will exceed the budget as the offer by the employers already exceeds the pay inflation allowed. The forecast outturn will be updated following the conclusion of the national pay negotiations.
- 5.6 Additionally, a pressure of £2.479m was included in the 2023-24 budget, which reflected the initial costings for the implementation of the Pay and Grading

review for staff recruited to interim contracts with North Northamptonshire Council, which is predominantly staff that have been appointed since 1st April 2021. Other staff transferred across to the new unitary authority on their existing terms and conditions through TUPE arrangements. The proposals for the new pay and grading structure are yet to be agreed. At this stage the forecast costs are expected to be delivered within budget.

- 5.7 The 2023/24 budget also includes a provision of £600k relating to insurance. This is to help offset the estimated increase in the premium following a review of the future policy requirements. At present this is forecast to be spent at budget level.
- 5.8 The Treasury Management Budget amounts to £8.830m for 2023/24. The composition of the budget and the forecast outturn is as follows:

Description	Net Budget	P3 Forecast Variance
£'000	£'000	£'000
Investment Income	(3,173)	(4,360)
Borrowing Costs	11,273	0
Other Treasury Management costs	730	654
Total	8,830	(3,706)

- 5.9 The movement for investment income reflects the increase in the Bank of England base rate on future investments and is based on an average cash balance of £176m at a weighted average rate of 4.02% for a full year. This offsets the additional pressure of £654k; relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.
- 5.10 If interest rates remain high over the longer term this will also create risk in relation to acquiring new loans to finance future capital programmes. The current PWLB rate for borrowing over a 30-year period is around 5.50%, for every £1m borrowed this would be an additional interest payable of £55,000.
- 5.11 There continues to be risks around the overall cash and loan position for North Northamptonshire, not only from a volatile marketplace, but also due to the outstanding legacy audits for 2020/21 and the disaggregation of the opening position from Northamptonshire County Council. Any changes in these risks and balances will be reflected in future forecasts.
- 5.12 The bad debt provision for 2023/24 amounts to £870k – the bad debts position is based on the age of the debt which reflects the risks associated with the collection of the debt. The increase in budget is forecast to be delivered on budget.

Directorate Budgets

- 5.13 This section of the report provides an analysis of the forecast variations against the 2023/24 General Fund for each of the Directorates as set out in the table at paragraph 4.2.

Children's Services Directorate

- 5.14 The budget for Children's and Education Services includes the Commissioning and Partnerships including Northamptonshire Children's Trust and Education Services not funded by the Dedicated Schools Grant (DSG).

Assistant Director of Education

- 5.15 The **Assistant Director of Education** is responsible for all learning, pupil attainment and achievement and school improvement functions. The forecast outturn position for the **Assistant Director of Education** is set out in the following table (Period 2 - £527k).

Assistant Director of Education	£'000
Expenditure	9,906
Income	(4,474)
Net Budget	5,432
Forecast	5,970
Variance	538

- 5.16 The forecast variance relating to the **Assistant Director of Education** is set out in the following Table and explanations for the variances are provided in the table below.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	8,293	582	7.01
2	Supplies and Services	1,289	(86)	(6.70)
3	Income	(4,474)	(89)	1.99
4	Other budgets	325	132	40.60
	Total	5,432	538	9.90

- 1) The budget pressure within Education Services predominantly relates to staffing costs. The Education Health and Care (EHC) service is continuing to rely heavily on interim workers to fulfil its statutory obligations. This is due to increasing level of need, a high number of vacancies, and backlog of historic assessments. The service has planned to gradually phase out the existing agency staff from July 2023. This will require recruiting and taking the initiative to actively upskill the existing staff to ensure the future needs of children, young people and their families can be met. Whilst there are service areas with substantial amount of savings on salaries, particularly Educational Entitlement (£317k), Governance (£178k), Specialist Support (£303k) and other service areas (£40k), the salary budget forecast pressure in EHC (£1.42m), results in a net pressure of £582k.

- 2) The forecast underspend for supplies and services of £86k relates to the reduced forecast spend on professional fees and hired services in the Strategic Planning service area (£103k) and other net minor pressures of £17k. The Strategic Planning is one of the service areas contributing to the significant forecast overspend of £582k on salaries. As such, the forecast underspend of £103k will be used to partly mitigate the service's salary budget pressure.
- 3) Income has a forecast net benefit of £89k of which £338k relates to Teachers' Pensions. The budget was set at £468k, while the forecast DSG contribution is £806k. In addition, the School Improvement Monitoring and Brokering grant has now ceased, leaving the service with a pressure of £227k. There are other net minor pressures of £22k across the services.
- 4) In respect of the other budget areas there has been an increase in the spend against Educational Psychologist Trainees and the service is anticipating an increased bursaries payment to the respective cohort, resulting in a pressure of £48k. There are other net pressures of £84k relating to internal contributions and recharges that are not practically chargeable since the disaggregation of the budget between the North and the West.

Assistant Director Commissioning and Partnerships

5.17 The **Assistant Director of Commissioning and Partnerships** leads the commissioning functions for Children's services across North and West Northamptonshire Councils. This includes contract management of the Northamptonshire Children's Trust and the commissioning of education services. The Children's and Education Services remaining with the Council includes the Intelligent Client Function (ICF) for the Northamptonshire Children's Trust and the Local Authority statutory education functions as follows:

- Education Inclusion
- Education Psychology
- Support for children with Special Educational Needs and Disabilities (SEND)
- School Improvement
- Virtual Schools (lead in the North Northamptonshire Unitary Authority)
- School admissions and school place planning
- Early Education and Child Care

5.18 The forecast outturn position for the **Assistant Director of Commissioning and Partnerships** (excluding the Children's Trust) is set out in the following Table (Period 2 - £118k)

Assistant Director of Commissioning and Partnerships	£'000
Expenditure	1,014
Income	(33)
Net Budget	981
Forecast	863
Variance	(118)

- 5.19 The forecast variance relating to the **Assistant Director Commissioning and Partnerships** (excluding the Children’s Trust) is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	1,003	(148)	(14.76)
2	Income	(33)	0	0.00
3	Other budgets	11	30	272.73
	Total	981	(118)	(12.03)

- 1) The Commissioning and Partnerships is forecasting an underspend of £148k on staffing. The directorate is currently undertaking a staffing restructure which will include a realignment of budgets across Children's Services. Whilst the directorate is striving to spend within the approved budget provision, the outcome of the restructure will determine the subsequent forecast spend for the service.
- 2) The service is expecting to receive the budgeted income in full. The income predominantly relates to DSG funding allocation of £30k to Information Advice and Support Service (IASS).
- 3) The service will be responsible for external legal fees to support the contract management of Northamptonshire Children’s Trust. This was not initially budgeted, therefore resulting in a pressure of £30k.

Northamptonshire Children’s Trust

Northamptonshire Children’s Trust	£'000
Expenditure	67,645
Income	(4,365)
Net Budget	63,280
Forecast	73,077
Variance	9,797

- 5.20 The forecast variance relating to the **Northamptonshire Childrens Trust** is set out in following Table and explanations for the variances are provided below the Table (Period 2 - £9.087m)

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Third Party Payments	67,645	9,797	14.48
2	Income	(4,365)	0	0.00
	Total	63,280	9,797	15.48

5.21 The Northamptonshire Children's Trust delivers children's social care and targeted early help on behalf of North Northamptonshire Council and West Northamptonshire Council. The Councils set the strategic outcomes and priorities and the Trust is responsible for delivering those outcomes. Services provided by the Trust include:

- Targeted early help services to children and families.
- Front door and safeguarding services
- Support and placements for Children in Care
- Support and placements for Disabled Children
- In house fostering and residential provision
- Commissioning of external placements and contracts
- Commissioned legal services and transport for children in care.

5.22 The total contract value for the Childrens Trust is £150.938m. The Councils share of this is £66.654m this reflects how the contract sum is split between North Northamptonshire Council (44.16%) and West Northamptonshire Council (55.84%).

5.23 The Childrens Trust are forecasting an overspend of £22.186m – this is an increase of £1.608m to that previously reported to the Executive where the forecast pressure was £20.578m the cost to the Council based on an overspend of £22.186m is £9.797m. If these pressures are not mitigated this will pose a significant financial risk to the Council. The Trust are looking at potential mitigations, however there is a risk that this position could worsen before year end. A key risk is the delivery of the efficiency savings of £7.632m which formed part of the contract sum. At present, the Trust is forecasting that £4.202m of these savings are at risk of non-delivery, this could increase the overall pressure from £22.186m to £26.388m. There may be further staff related costs as the result of the continuation of a specialist staffing team if these costs cannot be accommodated within the existing budget. The following table summarises the contract sum and the forecast variances (excluding the risk on savings).

Description	Contract Sum	Forecast Variance Period 2	Movement	Forecast Variance Period 3	
	£'000	£'000	£'000	£'000	%
Staffing	49,732	1,007	292	1,299	2.61
Other non staffing costs	358	0	0	0	0.00
Placements	65,376	18,887	1,343	20,230	30.94
Contracts	5,001	0	0	0	0.00
Children's Homes	3,767	0	116	116	3.08
Legal	4,788	511	0	511	10.67
Adoption	7,776	0	0	0	0.00
Transport	2,870	173	0	173	6.03
Other care	6,799	0	0	0	0.00
NCT Central - Other budget	(762)	0	(143)	(143)	18.77
Support Services / SLA	5,233	0	0	0	0.00
Total	150,938	20,578	1,608	22,186	14.70

5.24 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £20.230m and is an adverse movement of £1.343m to that previously reported. The market and availability of placements remains challenging. The placements budget will continue to remain under pressure as it remains extremely volatile both locally and nationally. The Trust is working on how these pressures can be mitigated this year and how this can be reduced in future years. The following table provides further detail around the pressures from placements.

Description	Contract Sum	Forecast Variance Period 2	Movement	Forecast Variance Period 3	
	£'000	£'000	£'000	£'000	%
In House Fostering	8,532	0	99	99	1.16
Agecny Fostering	16,895	2,549	0	2,549	15.09
Independent Residential	31,087	5,039	522	5,561	17.89
Supported Accommodation	3,400	9,205	0	9,205	270.74
18+ Agency Placements	4,400	2,415	0	2,415	54.89
Welfare Secure	339	116	(2)	114	33.63
UASC	3,812	0	0	0	0.00
Remand Secure	300	233	1	234	78.00
Income	(3,389)	(670)	723	53	(1.56)
Total	65,376	18,887	1,343	20,230	30.94

5.25 The contract sum included a pay provision of 4%, this was in line with the provision that both North and West Northamptonshire Council included in their budgets. NCT are not aligned to national pay negotiations and a proposed offer

aligned to West Northamptonshire Council would require additional funding of £1.007m a formal offer is under consideration and the outturn reflects the financial impact should the offer be agreed. There may be further staff related costs as the result of the continuation of a specialist staffing team if these costs cannot be accommodated within the existing budget.

- 5.26 The legal services budget remains a challenge with increasing demand and additional inflationary costs in this area. The budget forecast is a projected overspend of £511k this is unchanged to Period 2.
- 5.27 There are also pressures on transport costs of £173k, this is unchanged from Period 2 and is as a result of inflationary pressures above the net contract sum of £2.870m. There is a risk that the inflation on transport costs could be above current levels.
- 5.28 As part of the contract negotiations, it was agreed an amount of £2.243m was included for one off investments – the Council’s share of this was £991k – whilst this is subject to detailed Business Cases being provided from the Trust it is currently forecast that this will be delivered within budget.
- 5.29 The Children’s Trust Budget is monitored in year through regular meetings between officers of both North and West Northamptonshire Councils and the Trust.

Adults, Health Partnerships and Housing

- 5.30 The revenue budget within this section covers Adult Social Services, Health Partnerships and Housing outside the HRA.
- 5.31 Under the 2014 Care Act, local authority Adults Services have a responsibility to make sure that people aged over 18 years who live in their areas are provided with personal day to day care (helping people get dressed, washed, going to the bathroom, eating etc) where they cannot do things for themselves or access family support. The service also provides other physical or psychological support to people with disabilities in order to help them live a full life. The overriding responsibility is to keep people safe and protect them from harm or neglect.
- 5.32 Care can take many forms and can be provided directly by the Council, through contracted organisations or families can receive a personal budget to buy suitable care for themselves. Although receiving formal or long-term care is subject to people meeting the Council’s eligibility criteria, the service also has a key responsibility for helping people to stay independent and preventing or delaying the need for care.

Assistant Director of Adult Services

- 5.33 The **Assistant Director of Adult Services** is responsible for the strategic planning, engagement, operational and statutory delivery of Adult Social Care This includes the independent care budgets for all people aged over 18 and the social care and reablement teams. The forecast outturn position for the

Assistant Director of Adult Services is set out in the following table (Period 2 - £0)

Assistant Director of Adult Services	£'000
Expenditure	107,118
Income	(16,760)
Net Budget	89,811
Forecast	89,811
Variance	0

- 5.34 The forecast outturn relating to the **Assistant Director of Adult Services** is set out in the following table. The forecast at Period 3 assumes that this will be delivered on budget and that the savings detailed in **Appendix A** are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	5,647	0	0.00
2	Third Party payments	86,366	0	0.00
3	Transfer Payments	13,954	0	0.00
4	Income	(16,760)	0	0.00
5	Other budgets	604	0	0.00
	Total	89,811	0	0.00

- 5.35 Due to the volatile nature of the Adults Social Care budget, there may be an emerging risk whilst we progress through the financial year. This may include an unexpected increase in demand during the winter period, e.g., an increase in flu and other respiratory diseases, unexpected provider failures, additional pressures from acute hospitals, changes in caseload and adverse weather. Mitigations would be sought to manage these pressures including, in exceptional circumstances, the use of reserves. This is an area the Council will continue to monitor closely.

Assistant Director of Safeguarding and Wellbeing

- 5.36 The **Assistant Director of Safeguarding and Wellbeing** is responsible for the strategic planning, engagement, operational and statutory delivery of key services for Adult Social Care. This includes ensuring services, practice and standards meet statutory requirements and that all professionals work together to deliver Making Safeguarding Personal to promote and secure the safety of local residents. The forecast outturn position for the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table (Period 2 - £0k)

Assistant Director of Safeguarding and Wellbeing	£'000
Expenditure	9,046
Income	(2,469)
Net Budget	6,577
Forecast	6,577
Variance	0

- 5.37 The forecast outturn relating to the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in **Appendix A** are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	%
Employees	7,617	0	0.00
Premise	396	0	0.00
Transport	327	0	0.00
Supplies and Services	706	0	0.00
Income	(2,469)	0	0.00
Total	6,577	0	0.00

Assistant Director of Commissioning and Performance

- 5.38 The **Assistant Director of Commissioning and Performance** is responsible for ensuring services, practice and standards meet statutory requirements and includes the commissioning and monitoring of Adults Social Care external contract. The forecast outturn position for the **Assistant Director of Commissioning and Performance** is set out in the following table (Period 2 - £970k).

Assistant Director of Commissioning and Performance	£'000
Expenditure	37,171
Income	(11,928)
Net Budget	25,243
Forecast	26,213
Variance	970

- 5.39 The forecast variance relating to the **Assistant Director Commissioning and Performance** is set out in following table and explanations for the variances are provided below the Table.

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Employees	2,405	0	0.00
2	Third party Payments	33,503	970	2.90
3	Income	(11,928)	0	0.00
4	Other	1,263	0	0.00
	Total	25,243	970	3.84

- 1) The employee related costs are currently forecast to be delivered on budget.
- 2) The main areas of spend in relation to Third Party Payments are in respect of Better Care fund expenditure and the PPP Shaw contract.

The annual budget for the PPP Shaw contract which is for the provision of six residential care homes across North Northamptonshire for the over 65s is £9.8m. There is a forecast pressure of £970k (9.8%) in relation to this contract. The service is exploring additional mitigations for the pressure. At the time the budget was set it was assumed that the inflationary increase would be £234k this was based on previous trends. The actual increase was based on average weekly earnings up to March 2023.

- 3) The main income sources are the Improved Better Care Fund (£6.8m) and Client Contributions from PPP and Block purchased care provision (£3.7m). Other income sources including multiple minor grants amount to £1.4m, this is forecast to be delivered on budget.
- 4) Other costs amount to £1.263m and is primarily made up of Community Equipment spend, this is forecast to be delivered on budget.

Assistant Director Strategic Housing, Development and Property Services

- 5.40 The **Assistant Director Strategic Housing, Development and Property Services** provides strategic direction and leadership for the delivery of the Housing Service and housing management, this includes support for homeless people. The forecast outturn position for the **Assistant Director Strategic Housing, Development and Property Services** set out in the following table (Period 2 - £0k).

Assistant Director Strategic Housing, Development and Property Services	£'000
Expenditure	6,979
Income	(4,068)
Net Budget	2,911
Forecast	2,911
Variance	0

- 5.41 The forecast outturn relating to the Assistant Director **Strategic Housing, Development and Property Services** is set out in the following table. The forecast at Period 2 assumes that the service will be delivered on budget and

that any savings detailed in **Appendix A** are achieved in year. Savings will continue to be tracked and changes to the deliverability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
Employees	2,735	0	0.00
Premises	203	0	0.00
Supplies and Services	3,479	0	0.00
Income	(4,068)	0	0.00
Other	562	0	0.00
Total	2,911	0	0.00

- 5.42 All services across Adults, Health Partnerships and Housing undertake regular budget monitoring, track fluctuations in spend, and work to identify additional efficiencies and savings to either mitigate forecasted overspends within the directorate or to contribute to the overall corporate position in year of the Council. Ongoing work continues to identify any further efficiencies, savings or income that can be identified to improve the overall position in-year, to set budgets for the following year, and in contributing to the medium-term financial strategy.

Public Health and Communities

- 5.43 The **Director of Public Health and Wellbeing** is a statutory officer and the principal adviser on all health matters to elected members, officers, and partners, with a leadership role spanning health improvement, health protection and healthcare public health. This includes delivering core public health services in line with grant funding and statutory requirements.
- 5.44 The grant is ringfenced and any variances will result in a movement to or from reserves ensuring that all grant conditions are met.

Assistant Director Communities and Leisure

- 5.45 The **Assistant Director Communities and Leisure** includes libraries, cultural facilities (such as museums, theatres, art galleries and heritage sites), sports and leisure facilities (such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc), archaeological archiving and activities and access to parks and open spaces for play and recreation. The Service is also responsible for community grants as well as providing education and outreach services and advice and support, encouraging physical and mental wellbeing of residents through sport and leisure-based activities. The forecast outturn position for the **Assistant Director Communities and Leisure** is set out in the following Table (Period 2 - £0k)

Assistant Director Communities and Leisure	£'000
Expenditure	17,912
Income	(9,573)
Net Budget	8,339
Forecast	8,339
Variance	0

5.46 The forecast outturn relating to the **Assistant Director of Communities and Leisure** is set out in following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in **Appendix A** are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
Employees	6,928	0	0.00
Premises	3,045	0	0.00
Supplies & Services	4,114	0	0.00
Third Party Payments	3,699	0	0.00
Income	(9,573)	0	0.00
Other	126	0	0.00
Total	8,339	0	0.00

Place and Economy Directorate

5.47 The Place and Economy budget covers the following four functional areas plus Management Costs:

- Assets and Environment
- Growth and Regeneration
- Highways and Waste
- Regulatory Services

Assistant Director Assets and Environment

5.48 The **Assistant Director Assets and Environment**, includes Facilities Management, Property Estate Management, Energy and Fleet Management, Grounds Maintenance, Parks and Open Spaces and On and Off-street parking enforcement. It also includes Asset and Capital Management of the Council's corporate assets and capital programmes, together with the effective management of the Council's strategic assets and landholdings. Key income and cost drivers include parking income, number of visitors to country parks and open space, demand for commercial rental spaces, use of corporate workspaces and use of energy. The forecast outturn position for the **Assistant Director of Assets and Environment** is set out in the following table (Period 2 - £47k).

Assistant Director Assets and Environment	£'000
Expenditure	26,075
Income	(21,797)
Net Budget	4,278
Forecast	3,973
Variance	(305)

5.49 The forecast variance relating to the **Assistant Director Assets and Environmental Services** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	10,359	(300)	(2.90)
2	Premises	9,282	51	0.55
3	Transport	4,962	(150)	(3.02)
4	Supplies and Services	1,973	204	10.34
5	Third Party Payments	1,026	(66)	(6.43)
6	Income	(21,797)	(88)	0.40
7	Other	(1,527)	44	(2.88)
	Total	4,278	(305)	(7.13)

- 1) The underspend of £300k against Employees relates to staff underspends from vacant posts due to ongoing work on restructures. Work is underway to recruit to posts through the restructure during 2023/24.
- 2) The main areas of spend within Premises are Business Rates (£1.565m), Utilities (£3.426m), Building Repairs and Maintenance (£1.522m), Rents and Services Charges (£985k), Building cleaning (£607k) and other premises costs of £1.177m.

The overall pressure is £51k of which £83k relates to repairs and maintenance work this is partially offset by an underspend of £32k which relates to a reduction in business rates due to the review of rates revaluation.

- 3) The main areas of spend within Transport relates to Vehicle leasing (£2.918m), Fuel (£1.373m) and other transport costs of £676k.

There is a pressure on the increased cost of fleet leases of £116k, which is offset by a saving on the current cost of fuel being lower than anticipated by £266k, which results in an overall saving of £150k.

- 4) The pressure of £204k within Supplies and Services relates to the purchase of equipment and tools for Grounds Maintenance (£54k), the maintenance of play equipment (£75k) and carbon reduction initiatives for electric vehicle charge points (£75k).
- 5) The saving of £66k predominately relates to a £44k management fee saving for business centres operated by the council, with other minor favourable variations of £22k.

- 6) The main income sources are Rent and Leases (£17.217m), Parking Income (£1.680m) and various other forms of income amounting to £2.967m.

There is a pressure of £123k relating to external income that the Council had budgeted to receive to fund posts for projects such as Corby Town Funds. This pressure is offset by additional grant funding received for tree maintenance within Environment Services of £116k and additional income from rent reviews of £75k. There are other minor favourable variances amounting to £20k.

- 7) Other minor net pressures amount to £44k.

Assistant Director Growth and Regeneration

- 5.50 The **Assistant Director Growth and Regeneration** includes Planning Services, Economic Development, Growth and infrastructure, Regeneration, Digital Infrastructure, Climate Change and Flood and Water Management. Key income/costs drivers include local demand and volume of Planning services, including major development fees, availability of Planning resources e.g., Surveyors and demand for economic activities. The forecast outturn position for the **Assistant Director of Growth and Regeneration** is set out in the following Table (Period 2 - £238k).

Assistant Director Growth and Regeneration	£'000
Expenditure	7,803
Income	(3,389)
Net Budget	4,414
Forecast	4,902
Variance	488

- 5.51 The forecast variance relating to the **Assistant Director Growth & Regeneration** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	5,635	277	4.92
2	Supplies and Services	2,017	184	9.12
3	Income	(3,389)	43	(1.27)
4	Other	151	(16)	(10.60)
	Total	4,414	488	11.06

- 1) There is a pressure of £277k within Employees which relates to agency costs to cover vacant posts, which are predominantly covering vacancies due to the restructure of the service and challenges with recruiting hard to fill posts, particularly in the Planning Management and Flood & Water Management Teams. Work is underway to recruit to these posts following the restructure in 2023/24.

- 2) There is a pressure of £184k within Supplies and Services. This relates to professional and legal fees associated with appeals and judicial reviews within Planning Management and Enforcement.
- 3) The main income sources are Planning Income (£2.773m) and other income which amounts to £616k. There is currently a pressure of £43k on planning income based on received and forecasted income for the financial year. This is likely to be the result of the current economy, with both inflationary cost increases and an increased cost of borrowing detrimentally affecting investment in development.
- 4) There are minor savings amounting to £16k.

Assistant Director Highways and Waste

5.52 The **Assistant Director for Highways and Waste** includes street cleaning, waste and recycling collections and disposals, including the household waste and recycling centres and Transport Management. The highways services maintain the extensive network of public roads, footpaths, and rights of way, including highway related infrastructure such as streetlights, traffic signals, bridges, gullies, and highway trees. Services also include School Transport and Concessionary fares. Key cost drivers include the tonnes of waste materials collected from households, businesses, and litter bins for recycling and disposal, variations to costs per tonnage, investment on various highway assets, as well as the impact of extreme weather conditions, school age population for school transport and the agility of the older population for concessionary fares. The forecast outturn position for the **Assistant Director of Highways and Waste** is set out in the following Table (Period 2 - £140k).

Assistant Director Highways and Waste	£'000
Expenditure	67,131
Income	(9,799)
Net Budget	57,332
Forecast	57,185
Variance	(147)

5.53 The forecast variance relating to the **Assistant Director for Highways and Waste** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	9,623	65	0.68
2	Supplies and Services	7,948	248	3.12
3	Transport	21,666	(380)	(1.75)
4	Third Party Payments	28,723	22	0.08
5	Income	(9,799)	(102)	1.04
6	Other	(829)	0	0.00
	Total	57,332	(147)	(0.26)

- 1) There is a pressure on Employees of £65k relating to agency costs within Highways services for interim cover whilst work is carried out to recruit to posts.
- 2) The overall forecast within Supplies and Services is a pressure of £248k of which £222k relates to the Waste Management Procurement project. The Council currently has a waste disposal contract with Thalia for all kerbside collected general waste which is due to expire in April 2025. There is no allocated budget for the procurement of this project which has resulted in a pressure against supplies and services.
- 3) The main areas of spend within Transport relate to contract payments for Home to School Transport, Social Care Transport and Concessionary payments to transport operators.

The Department for Transport had requested that authorities continue to reimburse bus operators based on the average number of journeys in the winter months prior to the COVID-19 outbreak (December 2019 to February 2020).

The alternative is that the Council reverts to paying bus operators on the actual number of journeys. Reimbursing bus operators based on the average rather than the actual usage is estimated to be between £500k and £700k higher. The Council's support to the bus industry helps safeguard local bus services for residents throughout the pandemic and during the recovery period. This approach was agreed by the Executive at the meeting on 26th August. The forecast underspend is £373k.

The DFT are rebasing the reimbursement methodology for 2024/25 and announcements around this will be made later this year.

Other minor savings amount to £7k.

- 4) The main areas of spend relate to Waste Disposal (£17.470m), Street Lighting (£6.638m) and Highways Maintenance (£4.157m) and other third-party payments of £1.757m. These are currently forecast to come in on budget. There are budgetary challenges with regard to Highways Maintenance and the increased requirement for repairs due to the deterioration of the highway network, together with the effect of inflation on the cost of services. Work is ongoing to identify how the service can be

delivered differently in order to remain within the allocated budget; this may require a change in approach to maintaining the highways network.

There is a minor pressure of £22k.

- 5) There is a minor variance of £20k within income which relates to the Garden Waste subscription service performing better than initially predicted. It is worth noting that whilst subscriptions have gone up the associated costs to deliver the service have also increased.

There is also additional income of £82k for Highways regulations and investigation searches arising because of higher-than-expected residential developments coming forwards, house sales and utility works.

Assistant Director Regulatory Services

- 5.54 The **Assistant Director Regulatory Services** includes Bereavement Services, Building Control, Emergency Planning, Environmental Health, Trading Standards, and the Travellers Unit. The main income and cost drivers include the local economy and market for Building Control income, age/morbidity demographic rate for bereavement services (burials and cremations), public health demand for Environmental Health services, and legal/statutory obligations for building regulations and licensing. The forecast outturn position for the **Assistant Director of Regulatory Services** is set out in the following table (Period 2 - £110k).

Assistant Director Regulatory Services	£'000
Expenditure	6,854
Income	(4,428)
Net Budget	2,426
Forecast	2,313
Variance	(113)

- 5.55 The forecast variance relating to the **Assistant Director Regulatory Services** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	5,186	(146)	(2.82)
2	Premises	690	26	3.77
3	Income	(4,428)	15	(0.34)
4	Other	978	(8)	(0.82)
	Total	2,426	(113)	(4.66)

- 1) There is an underspend of £146k within Employees relating to salary savings which is offsetting the pressure on agency costs to support service delivery across Regulatory Services pending the restructuring of the service during 2023/24. An MTFP saving for 2023/24 of £185k for the restructure within

Regulatory Services was approved of which £95k has been identified, leaving a pressure of £90k which will be covered by vacancies across the service. Work is currently being undertaken within the service area to deliver the saving.

- 2) The main areas of spend relate to Grounds Maintenance (£266k), Business Rates (£135k), Utilities (£213k) and other premises costs of £76k.

There are minor pressures of £26k within premises relating to increased business rates and utility pressures in Bereavement Services.

- 3) The main income sources are Bereavement Services (£2.226m), Building Control Income (£1m), Licensing (£936k), other minor income sources which amount to £266k.

The overall income forecast is a pressure of £15k. The forecast outturn for income from Bereavement Services is £111k higher than budget this is reflective of the 2022/23 outturn and activity levels remain similar to 2023/24. This is offset by a pressure on Building Control Income where income levels are forecast to be £126k lower than budget with the forecast being based on 2022/23 activity levels. Other forms of income are forecast to be delivered on budget.

- 4) There are minor net savings amounting to £8k.

Place and Economy Management

- 5.56 This area includes the management costs for the Place and Economy Directorate and is forecast to be on budget (Period 2 - £0k).

Directorate Management	£'000
Expenditure	652
Income	0
Net Budget	652
Forecast	652
Variance	0

Enabling & Support Services

Finance, Performance, Procurement and Revenues and Benefits Service

- 5.57 The **Finance, Performance and Procurement Service** is responsible for leading the management, development, performance and continuous improvement of all Finance, Audit and Risk services and leading on, all aspects of procurement delivery, category management, commissioning and contract management within the Council. The **Revenue and Benefits Service** is responsible for the collection of both Council Tax and Business Rates and in assessing, awarding and payments of benefits. The forecast outturn position for **Finance, Performance, Procurement and Revenues and Benefits Service** for is set out in the following Table (Period 2 - £50k).

5.62 The forecast variance relating to the **Chief Information Officer** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	1,855	191	10.30
2	Supplies & Services	3,094	0	0.00
3	Third Party Payments	3,682	91	2.47
4	Other	(610)	0	0.00
	Total	8,021	282	3.52

- 1) Employee costs are forecast as a pressure of £191k (Period 2 £279k). Within this net pressure, £91k relates to costs that were previously capitalised that are no longer able to be treated as capital as IT systems are predominately Cloud based, which is a revenue cost. A further £169k relates to agency costs and these are partially offset by forecast savings from vacant posts of £69k.
- 2) The main areas of spend relate to software license costs, data line rental and telephone costs. These are expected to be delivered on budget.
- 3) The main area of spend relates to the shared IT service with WNC. The pressure reflects estimated inflationary increases from the IT SLA with WNC which amounts to £91k (Period 2 £90k). Detailed work is ongoing to identify and evaluate other pressures within the WNC IT SLA.
- 4) 'Other' relates to internal income recharges.

Customer and Governance

Assistant Director of Human Resources

5.63 The **Assistant Director of Human Resources** is responsible for the leadership, development and implementation of relevant strategies for the area and council to deliver its corporate HR priorities, including HR Advisory, Workforce Planning & Development, Learning & Development and Health & Safety. The forecast outturn position for the **Assistant Director of Human Resources** is set out in the following Table (Period 2 - £0k).

Assistant Director of Human Resources	£'000
Expenditure	5,203
Income	(1,537)
Net Budget	3,666
Forecast	3,666
Variance	0

5.64 The forecast outturn relating to the **Assistant Director of Human Resources** is set out in following Table. The forecast at Period 3 assumes that this will be

delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
	£'000	£'000	%
Employees	4,934	0	0.00
Supplies & Services	504	0	0.00
Third Party Payments	418	0	0.00
Other	(653)	0	0.00
Income	(1,537)	0	0.00
Total	3,666	0	0.00

Assistant Director of Legal and Democratic Services

- 5.65 The **Assistant Director of Legal and Democratic Services** is responsible for developing and delivering a strong governance and ethical framework and is responsible for contract management of the legal services provided through Pathfinder Law and the management of the internal Legal Services Team, Democratic & Election Services, FOI & Data Governance and Registration and the & Coroners Services. The forecast outturn position for the **Assistant Director of Legal and Democratic Services** is set out in the following Table (Period 2 - £0k).

Assistant Director of Legal and Democratic	£'000
Expenditure	5,938
Income	(896)
Net Budget	5,042
Forecast	5,101
Variance	59

- 5.66 The forecast variance relating to the **Assistant Director of Legal Services** is set out in the following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	3,705	0	0.00
3	Supplies & Services	1,962	0	0.00
3	Third Party Payments	762	59	7.74
4	Other	(491)	0	0.00
5	Income	(896)	0	0.00
	Total	5,042	59	1.17

- 1) Employees budget is expected to be delivered on Budget.

- 2) The main areas of expenditure are members remuneration, ward initiative funds and external legal fees, these are forecast to be delivered on budget.
- 3) The main area of spend is the shared coroners service with WNC, where there is a forecast pressure of £59k.
- 4) 'Other' relates to support service recharges – this is forecast to be delivered on budget.
- 5) The main areas of income relate to Legal fees and Registration fees. These are forecast to come in on budget.

Assistant Director of Customer Services

5.67 The **Assistant Director of Customer Services** is responsible for leading and implementing the transformation and aggregation of all the Customer Service and Complaints teams and is responsible for setting the key priorities and direction for Customer Services and Complaints in line with the corporate plan. The role is also responsible for the leadership, development and implementation of customer and digital strategies for the council, to deliver an improved customer experience and the administration of the 'Blue Badges' parking scheme. The forecast outturn position for the **Assistant Director of Customer Services** is set out in the following Table (Period 2 - £0k).

Assistant Director Customer Services	£'000
Expenditure	2,154
Income	(108)
Net Budget	2,046
Forecast	2,046
Variance	0

5.68 The forecast outturn relating to the **Assistant Director of Customer Services** is set out in the following Table. The forecast at Period 3 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	
Employees	2,862	0	0.00
Supplies & Services	159	0	0.00
Other	(867)	0	0.00
Income	(108)	0	0.00
Total	2,046	0	0.00

Grant Funding

5.69 A grant has been awarded to local authorities for 2023/24 based on the assessment of spend against the UK Shared Prosperity Fund (UKSPF) in

2022/23. The purpose of the grant is to help support the delivery of the government's wider commitment to level up all parts of the UK. The Council's allocation is £983,624 and members are asked to approve the inclusion of this funding and additional expenditure.

- 5.70 A new grant has been awarded to local authorities the purpose of the grant is to enable local authorities to make tangible improvements to adult social care, in particular to increase social care capacity through increasing social care workforce capacity and retention. The Council's allocation is £1,919,433 which represents around 0.52% of the national allocation of £365m and Members are asked to approve the inclusion of this funding and additional expenditure.

6. Housing Revenue Account

- 6.1 Within North Northamptonshire prior to 1st April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts (Corby Neighbourhood Account and the Kettering Neighbourhood Account).

Corby Neighbourhood Account

- 6.2 The forecast position for the Corby Neighbourhood Account at the end of Period 3 shows an underspend of £8k (Period 2 - £43k overspend). This is summarised in the following Table:

Corby Neighbourhood Account			
	Current Budget 2023/24	Projection P3 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	20,692	20,688	4
Service Charges	641	609	32
HRA Investment Income	148	148	0
Total Income	21,481	21,445	36
EXPENDITURE			
Repairs and Maintenance	6,440	6,440	0
General Management	5,438	5,438	0
HRA Self Financing	2,125	2,125	0
Revenue Contribution to Capital	4,875	4,875	0
Transfer To / (From) Reserves	807	807	0
Special Services	1,014	1,014	0
Other	782	738	(44)
Total Expenditure	21,481	21,437	(44)
Net Operating Expenditure	0	(8)	(8)

- 6.3 The forecast position for rental income from dwellings at Period 3 is £4k lower than budget – a rent gain of £68k is a result of the Right to Buy Sales being 15 less than the budgeted amount of 50 in 2022/23, resulting in a higher number

of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were budgeted at 50 the current forecast is 45 which results in a rent gain of £11k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £72k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.

- 6.4 The pressure on income from Service Charges is £32k this is a result of a £19k increase in the budget not being realised and £13k of optional emergency alarm charges not being taken up in the sheltered schemes.
- 6.5 The forecast position for Period 3 is a reduction in expenditure of £44k - this is as a result of the contribution to the Bad Debts provision being lower than budget - owing to improved collection rates resulting in a lower level of rent arrears.
- 6.6 The Council made provision for a 4% pay award in 2023-24 the Pay award will exceed the budget as the offer by the employers already exceeds the pay inflation allowed. The forecast outturn will be updated following the conclusion of the national pay negotiations and any additional pressures up to £66k would initially be funded from the contingency budget.

Kettering Neighbourhood Account

- 6.7 The forecast position for the Kettering Neighbourhood Account at the end of Period 3 shows an overspend of £32k (Period 2 - £50k overspend). This is summarised in the following Table:

Kettering Neighbourhood Account			
	Current Budget 2023/24	Projection P3 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	16,763	16,716	47
Service Charges	487	447	40
HRA Investment Income	21	21	0
Total Income	17,271	17,184	87
EXPENDITURE			
Repairs and Maintenance	4,632	4,632	0
General Management	2,988	2,988	0
HRA Self Financing	4,986	4,986	0
Revenue Contribution to Capital	3,268	3,268	0
Transfer To / (From) Reserves	(565)	(565)	0
Special Services	1,257	1,252	(5)
Other	705	655	(50)
Total Expenditure	17,271	17,216	(55)
Net Operating Expenditure	0	32	32

- 6.8 The forecast position for rental income from dwellings at Period 3 is £47k lower than budget – a rent gain of £67k is a result of the Right to Buy Sales being 14 less than the budgeted amount of 30 in 2022/23, resulting in a higher number of dwellings on 1st April 2023 resulting in a higher rental yield. RTB sales were budgeted at 30 the current forecast is 20 which results in a rent gain of £24k being the part year effect from RTB sales. The reduction is in part from the current economic climate and the increased costs in borrowing, however, this is reduced by a shortfall of £138k due to lost income from a higher void rate. The number of sales and void rates are areas that will be closely monitored during the course of the year.
- 6.9 There are pressures of £40k as a result of income from service charges being lower than budget.
- 6.10 The forecast position for Period 3 is a reduction in expenditure of £55k - this is as a result of the contribution to the Bad Debts provision being lower than budget - owing to higher collection on arrears (£50k). There are minor favourable variations of £5k.
- 6.11 The Council made provision for a 4% pay award in 2023-24 the Pay award will exceed the budget as the offer by the employers already exceeds the pay inflation allowed. The forecast outturn will be updated following the conclusion of the national pay negotiations and any additional pressures up to £176k would initially be funded from the contingency budget.
- 6.12 There could be further pressures to the two Neighbourhood Accounts as the HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The revenue contribution to capital expenditure as a minimum must equal the depreciation charge and the value of the housing stock has increased resulting in a higher Revenue Contribution to Capital, the actual valuations will be confirmed as part of the final accounts process. These pressures would be mitigated by utilising the attributable debt from Right to Buy Sales.

6.13

7. Dedicated Schools Grant

- 7.1 The Dedicated Schools Grant (DSG) is a ring-fenced specific grant allocated to the Council by the Government to support a range of education related services.
- 7.2 The Department for Education (DfE) currently operate a four-block funding model for funding schools and pre-16 education including early years as set out in the following table:

Dedicated Schools Grant (DSG)			
Schools Block	Central Schools Services Block	High Needs Block	Early Years Block
The School's Block is the largest element of the DSG and is allocated to Schools and Academies for day-to-day spending in their individual budgets.	The Central Schools Block provides funding for local authorities to carry out central functions on behalf of maintained schools and academies.	The High Needs funding system supports provision for Children and Young People with Special Educational Needs and Disabilities (SEND) from their early years to age 25.	The Early Years Block provides funding for 2-, 3- and 4-year-olds.

- 7.3 The total DSG Budget for 2023/24 amounts to £354.963m. After allowing for recoupment, which is where a local authority's DSG allocation is adjusted to reflect the grant that has been paid direct to academies, the net budget for the Council is £121.200m. The forecast outturn at this very early stage is showing a balanced budget and this is summarised in the following Table:

Dedicated Schools Grants Forecast Outturn 2023/24					
Block	Gross Budget	Recoupment	Net Budget	Forecast Net Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	3,287	0
High Needs Block	57,851	10,853	46,998	46,998	0
Early Year Block	23,541	0	23,541	23,541	0
Total	354,963	233,763	121,200	121,200	0

The current forecast is for the DSG to be delivered within the funding envelope. The High Needs Block remains a significant risk and will be an area that will be closely monitored. Should there be any budget pressures in these blocks they will be managed, in the first instance, through available DSG reserves. The forecast outturn is also reported to the Schools' Forum.

- 7.4 At Spring Budget, the Chancellor announced additional funding for the existing early years entitlements worth £204m in 2023-24 (from September 2023) and £288m in 2024-25. This is for local authorities to increase hourly rates paid to childcare providers for the government's existing entitlement offers.
- 7.5 In July the Government announced that for 2023-24, that this will be distributed to LAs through a new standalone top-up grant called the Early Years Supplementary Grant (EYSG) and that the individual authority allocations would

be announced in September. Details of the allocations will be provided in a future report.

8. Conclusions

- 8.1 The forecast for 2023/24 is an overspend of £7.847m (Period 2 - £7.120m) based on the position as at the end of Period 2. The Council's contingency budget of £3.746m has not, as yet, been used to mitigate these pressures recognising the risks that remain within the forecast, most notably pay and price inflation. Service Directors will be working to mitigate these pressures in-year, including those of the Children's Trust. The Council also holds earmarked reserves which may be utilised if mitigations are not identified to fund the current pressures.
- 8.2 The key risks which are set out in the report will continue to be monitored and actions sought as required throughout 2023/24. The achievement of the approved savings targets is also integral to this process and will continue to be monitored and reported.

9. Implications (including financial implications)

9.1 Resources, Financial and Transformation

- 9.1.1 The financial implications are set out in this report. The current forecast position for the General Fund is an overspend of £7.847m (Period 2 - £7.120m) and the Housing Revenue Account is forecasting an overspend of £24k (Period 2 - £91k), the Dedicated Schools Grant is forecasting to come in on budget, this is unchanged from Period 2.

8.2 Legal and Governance

- 9.2.1 The provisions of the Local Government Finance Act 1992 set out requirements for the Council to set a balanced budget with regard to the advice of its Chief Finance Officer (Section 151 Officer).
- 8.2.2 The robustness of the budget estimates and the adequacy of the proposed reserves were considered under Section 25 of the Local Government Act 2003 prior to the Council agreeing its 2023/24 budget.

8.3 Relevant Policies and Plans

- 9.3.1 The budget provides the financial resources to enable the Council to deliver on its plans and meet corporate priorities as set out in the Council's Corporate Plan.

8.4 Risk

- 8.4.1 The deliverability of the 2023/24 Revenue Budget is monitored by Budget Managers and Assistant Directors. Where any variances or emerging pressures

are identified during the year then mitigating actions will be sought and management interventions undertaken.

8.4.2 Details of pressures, risks and mitigating actions implemented will be provided as part of the finance monitoring reports as the year progresses. The main risks identified include demand led services such as Adult Social Care, children's services and home to school transport together with the impact of high levels of inflation.

8.4.3 Whilst services will work hard to offset pressures, the Council holds a number of reserves to help safeguard against the risks inherent within the budget for 2023/24.

8.5 Consultation

8.5.1 The 2023/24 budget was subject to consultation prior to approval by Council in February 2023.

8.6 Consideration by Executive Advisory Panel

8.6.1 Not applicable.

8.7 Consideration by Scrutiny

8.7.1 The budget monitoring reports are presented to the Finance and Resources Scrutiny Committee for review after they have been presented to the Executive Committee.

8.8 Equality Implications

8.8.1 There are no specific issues as a result of this report.

8.9 Climate and Environment Impact

8.9.1 Among the new Council's priorities will be putting in place plans to improve the local environment and tackle the ongoing climate emergency. Where these have a financial impact then it will be reflected in the budget.

8.10 Community Impact

9.10.1 No distinct community impacts have been identified because of the proposals included in this report.

8.11 Crime and Disorder Impact

8.11.1 There are no specific issues arising from this report.

9 Issues and Choices

- 9.1 The report focuses on the forecast revenue outturn against budget for 2023/24 and makes recommendations for the Executive to note the current budgetary position and as such there are no specific choices within the report.

10 Background Papers

- 11.1 The following background papers can be considered in relation to this report.

Final Budget 2023/24 and Medium-Term Financial Plans, including the Council Tax Resolution, North Northamptonshire Council, 23rd February 2023.

Monthly Budget Forecast Reports to the Executive.

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Appendix A							
Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Children & Education	Assistant Director Education	DFE SEND Review/Multi Agency SEND Self Assessment and Action Plan	Additional resources to meet the increase and clear the back log relating to Education and Health Care Plans. An additional amount of £700k was included in the 22/23 Budget.	(175)	(175)		
Children & Education	Assistant Director Education	Teachers Pensions	Budget Realignment for historical contribution for the Teachers Pensions Fund	(275)			(275)
Children & Education	Assistant Director Education	DSG Funding	Budget Realignment of the DSG contribution towards the historical contribution for the Teachers Pensions Fund	(462)			(462)
Children & Education	Commissioning & Partnerships	Additional Demand - Payments to other Establishments	Disaggregated Additional Demand - Payments to other Establishments Budget for Children, Families and Education, budget not utilised	(691)			(691)
Children & Education	Commissioning & Partnerships	Disaggregated Budget not required	Disaggregated Budget - budget not utilised	(412)			(412)
Adults, Health, Partnerships & Housing	Adult Services	CCG Discharge Packages Covid 19	Reversal of one off Covid Pressure relating to 2021/22	(513)			(513)
Adults, Health, Partnerships & Housing	Adult Services	Strengths based working	Transformation of adult social care pathways and processes to ensure focus on client outcomes, independence, better decision making and best practice approaches to reduce delays and spend.	(587)		(587)	
Adults, Health, Partnerships & Housing	Adult Services	Demographic and prevalence pressures adult social care	Reduction in demand due to Provider transformation Phase 1 - Specialist Care Centre	(1,189)		(1,189)	
Adults, Health, Partnerships & Housing	Adult Services	Staffing	Savings from review of wider staffing budget to fund Social Worker Market Forces	(100)			(100)
Adults, Health, Partnerships & Housing	Safeguarding and Wellbeing	Staffing	Disaggregation of Shared Lives to be managed within the wider provider services staffing	(23)			(23)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Reduction in number of residential placements made in the independent sector owing to increase utilisation beds in PPP properties.	(1,192)		(1,192)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Increase utilisation of capacity within Discharge to Access	(1,058)		(1,058)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Contract Rationalisation	Increasing utilisation of framework providers for homecare and reduction of more expensive spot contracts	(67)			(67)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Staffing	Saving of wider staffing budget to fund PBSS	(125)		(125)	
Adults, Health, Partnerships & Housing	Housing	Homelessness Policy Changes	Harmonisation of Homelessness Policies	(200)			(200)
Adults, Health, Partnerships & Housing	Housing	Maximisation of Grant	Capitalisation of posts for work relating to Disabled Facility Grants	(127)			(127)
Adults, Health, Partnerships & Housing	Director of Public Health	Realignment of Grant	Realignment of grant following disaggregation	(138)			(138)
Public Health & Communities	Communities	Income generation	Fees and Charges - Leisure	(195)			(195)
Public Health & Communities	Communities	Efficiencies	Legacy budgets no longer required	(42)			(42)
Public Health & Communities	Communities	Efficiencies	Review of Strategic Grants	(7)			(7)
Public Health & Communities	Communities	Staffing	Service Transformation	(360)			(360)
Public Health & Communities	Communities	Income Generation	External Funding for Events	(30)			(30)
Public Health & Communities	Communities	Efficiencies	Review of Neighbourhood Centres	(45)			(45)
Public Health & Communities	Communities	Income Generation	Introduce an E-Gym offer	(63)			(63)
Public Health & Communities	Communities	Income Generation	Repurposing of Public Health grant to fund wellbeing posts	(93)			(93)
Public Health & Communities	Communities	Public Health Grant	Grant funding to support services in addressing Public Health needs	(500)			(500)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Place & Economy	Growth & Regeneration	Increase in Fees & Charges	Increase in Fees & Charges	(10)			(10)
Place & Economy	Assets and Environment	Additional income	Garage Income	(10)		(10)	
Place & Economy	Assets and Environment	Assets & Environment redesign	Assets & Environment Service Improvement and Redesign	(95)		(95)	
Place & Economy	Assets and Environment	Grounds Maintenance	Operational changes to grounds maintenance costs & services	(57)		(57)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(15)		(15)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(30)		(30)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to cleaning services	(14)		(14)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to Council Buildings.	(31)		(31)	
Place & Economy	Assets and Environment	Rental Income	Additional income from rent reviews across the commercial portfolio.	(80)		(80)	
Place & Economy	Assets and Environment	Enterprise Centre Business Case - Full year effects of previous decisions	Increase in income based on appointed operators business case.	(64)		(64)	
Place & Economy	Growth & Regeneration	Climate Change	Delivery of a range of climate change initiatives to reduce NNC's carbon footprint towards net zero	(250)			(250)
Place & Economy	Highways & Waste	Highways Contract	Demobilisation costs for existing highways contract - reverses one-off pressure which was reflected in the 22/23 Budget	(201)		(201)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Residual Waste	(79)		(79)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Wood Waste	(27)		(27)	
Place & Economy	Highways & Waste	Green Waste	Harmonisation of Green Waste Charges	(1,358)			(1,358)
Place & Economy	Highways & Waste	Promote food waste	Benefit of promoting the food waste service in the Corby and East Northants area	(50)		(50)	
Place & Economy	Highways & Waste	Refuse fees & charges	Increase refuse & recycling fees & charges	(135)		(135)	
Place & Economy	Highways & Waste	Highways fees & charges	Increase highways & transport fees and charges	(44)		(44)	
Place & Economy	Highways & Waste	Review Litter bin network	Reduction in street cleaning costs	(5)		(5)	
Place & Economy	Highways & Waste	HWRC Income	Increase income from HWRCs	(153)		(153)	
Place & Economy	Regulatory Services	Restructure	Rationalisation of service provision	(185)		(95)	(90)
Place & Economy	Regulatory Services	Specialist Equipment For Service Delivery	Base budget allocation for incident response released	(280)			(280)
Place & Economy	Regulatory Services	Increase in Fees & Charges	Increase in Fees & Charges	(227)		(227)	
Enabling Services	Finance & Performance	Pensions	Pension - Historical Pension Fund Deficit	(232)			(232)
Enabling Services	Finance & Performance	Pensions	Reduction in Employer's Pension Contribution Rate	(1,890)		(1,890)	
Enabling Services	Finance & Performance	Pensions	Disaggregation of Legacy Pensions	(450)			(450)
Enabling Services	Finance & Performance	Housing Benefit Subsidy	Additional income relating to Housing Benefit Subsidy	(5)		(5)	
Enabling Services	Chief Executive's Office	Staffing	Staff Savings	(7)			(7)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Enabling Services	Chief Executive's Office	Communications	Communications - Savings on professional services not utilised.	(3)			(3)
Enabling Services	Chief Information Officer	ICT Disaggregation	Upfront work needed for ICT disaggregation - one-off, reversal of 2022/23 pressure	(100)			(100)
Enabling Services	Chief Information Officer	ICT Contract Rationalisation	Rationalisation of service contracts - largely mobile telephone contracts	(50)			(50)
Enabling Services	Chief Information Officer	ICT application rationalisation	Rationalisation of service usage - largely Microsoft contract	(50)			(50)
Enabling Services	Human Resources	Pay and Grading Review	Delivery of Pay and Grading Review	(120)			(120)
Enabling Services	Legal Services	Fleet	Changes to the operational arrangements for the mayor	(19)			(19)
Enabling Services	Legal Services	Legal Income	Increase in Legal Income target	(150)			(150)
Enabling Services	Legal Services	Upper Tier Legal Services	Anticipated saving from bringing upper tier legal services in house	(100)			(100)
Enabling Services	Customer Services	Customer Services Replacement of Case Management System & Telephone System	Case management system and telephony replacement	(106)		(106)	
Enabling Services	Customer Services	Uniforms	Reduction in Staff Uniforms	(8)			(8)
Enabling Services	Customer Services	Staffing	Transformation Staff Savings	(106)			(106)
Corporate	Corporate	Treasury Management	Reversal of Covid Pressure from 2021/22 for £342k - based on interest recovery by 2023/24	(342)			(342)
Corporate	Corporate	Treasury Management	Additional Income generated from higher than anticipated interest rates	(500)			(500)
Corporate	Corporate	Treasury Management	Reduced costs following the repayment of loans	(109)			(109)
			Total	(16,416)	(175)	(7,564)	(8,677)

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