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Meeting: Executive
Date: Thursday 18th April, 2024
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), Matt Binley, David Brackenbury, Lloyd Bunday, Scott Edwards, David Howes, Gill Mercer, Harriet Pentland and Mark Rowley

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Urgent Items

To consider any items of business of which notice has been given to the Proper Officer and the Chair considers to be urgent, pursuant to the Local Government Act 1972.

Sanjit Sull, Monitoring Officer
North Northamptonshire Council



Proper Officer
Wednesday 10th April 2024

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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 15 th April 2024 |
| 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 15 th April 2024 |

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Minutes of a meeting of the Executive

At 10.00 am on Thursday 14th March, 2024 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 David Howes |
| Councillor David Brackenbury | Councillor Gill Mercer |
| Councillor Lloyd Bunday | Councillor Harriet Pentland |
| Councillor Scott Edwards | Councillor Mark Rowley |

Also in attendance – Councillors Lyn Buckingham, Valerie Anslow and Dorothy Maxwell

596 Apologies for absence

Apologies for absence were received on behalf of the Director of Public Health, Jane Bethea.

597 Minutes of the Meetings Held on 8th February 2024 and 15th February 2024

RESOLVED that the Executive agreed the minutes of the meetings held on 8th February 2024 and 15th February 2024 as true and accurate records of the meetings.

598 Members' Declarations of Interest

No declarations were received.

599 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 (Period 10 – January 2024) | Cllr Valerie Anslow |
| Item 8 – Kitchen Food Waste Service Rollout-25 | Cllrs Valerie Anslow, Lyn Buckingham, William Colquhoun |
| Item 10 – Post 16 Policy for Home to School Transport | Cllr Lyn Buckingham |

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| Item 11 – Single Homelessness Accommodation Programme (SHAP) Funding 2024/25 to 2026/27 | Cllrs Valerie Anslow, Lyn Buckingham, William Colquhoun |
| Item 12 – Sustainable Modes of Travel to School Strategy | Cllr Valerie Anslow |
| Item 14 – Adult Social Care Strategy “The Lives We Live” 2024 – 2029 | Cllr Lyn Buckingham |
| Item 16 – Budget Forecast 2023-24 at Period 10 | Cllr Lyn Buckingham |

Cllr William Colquhoun was not in attendance at the meeting and consequently did not speak in relation to items 8 or 11.

600 Performance Indicator Report 2023/24 (Period 10 - January 2024)

The Chair invited Cllr Valerie Anslow to address the Executive. Cllr Anslow spoke to reference figures for rough sleepers noting an increase in figures possibly related to the triggering of the Severe Weather Emergency Protocol bringing additional people forward who had previously been “sofa surfing”. Cllr Anslow noted that this cohort was still considered homeless, with this hidden number disguising a growing problem, one potential solution being to work with the voluntary sector and revisit the homeless shelter model. Cllr Anslow also made reference to indicators relating to school exclusions, those missing a school place or being persistently absent, noting an 18% increase in children being homeschooled. Cllr Anslow queried whether this was an issue unique to the Council or a more national trend.

The Chair thanked Cllr Anslow for her contribution and 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.

It was heard that the Period 10 report contained 66 PIs, 45 that were reported monthly, 12 quarterly and one annually. Of the PIs with established targets, 23 indicators were on or exceeding their target, with four inside tolerance levels and 13 performing below target levels. It was noted that of the PIs that had a determined polarity for direction of travel, performance had improved for 17, with 20 deteriorating since the previous reporting period.

In response to Cllr Anslow’s comment regarding rough sleepers, Cllr Mark Rowley noted that figures were a snapshot for the night in which they were taken, with details as to the Council’s assistance for rough sleepers to be considered later in the meeting as part of the Single Homelessness Accommodation Programme (SHAP) Funding 2024/25 to 2026/27 item.

Also in response to Cllr Anslow’s comments, Cllr Scott Edwards noted that in terms of educational PIs the Council was not an outlier in regard to the areas of concern highlighted, with a variety of reasons why children were not in education being provided to the meeting. It was noted that the level of early help provision was the highest on record and a further bid for government funding in relation to free schools would be submitted in due course following an unsuccessful initial bid.

RESOLVED

That the Executive noted the performance of the Council as measured by the available indicators at Period 10 (January) 2023/24, set out in **Appendix A** to this report.

Reason for Recommendations – to better understand the Council’s performance as measured by Key Performance Indicators as at Period 10 (January) 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.

601 Appointment of Non-Executive Director to Northamptonshire Children’s Trust

The Chair, Cllr Jason Smithers introduced a report that sought approval of the nomination for the appointment to the Council’s current vacancy of a Non-Executive Director to the Board of the Northamptonshire Children’s Trust Ltd.

The Chair noted that the Board of the Children’s Trust wished to appoint Joshua Coleman to fill the vacancy. The meeting heard that both the Chair and the Chief Executive had met with Mr Coleman, both considering him to be the outstanding candidate who would be able to represent the Council robustly and work well alongside the other Non-Executive Directors on the Board. Details of the background of the Trust arrangements were highlighted, with the meeting also noting that the Secretary of State for Education had been consulted regarding the appointment and had raised no objections.

Cllr Scott Edwards spoke to fully support the appointment, stating that Mr Coleman would be a great asset to the Board, holding the Children’s Trust to account and working alongside the other Non-Executive Directors to put North Northamptonshire priorities forward.

Cllr David Brackenbury also welcomed the appointment, noting Mr Coleman’s breadth of experience as being an asset to the Board.

RESOLVED

KEY DECISION

That the Executive:

- a) Noted the completed sequence of events that are contractually required to appoint a Non-Executive Director of the Northamptonshire Children’s Trust Ltd;
- b) Noted and takes into account in its decision-making, the response from the Secretary of State;
- c) Agreed the nomination for appointment of Joshua Coleman as the representative for North Northamptonshire Council as Non-Executive

Reasons for Recommendations:

- The recommendations in this report are presented to Executive following a full and thorough recruitment and selection process. The selected candidate is considered the most suitable candidate for the position based on his experience.
- The composition of the board of the Trust requires that there are four NEDs on the Board of the Trust, two of which are nominated by North Northamptonshire Council and two by West Northamptonshire Council; the recommendations support compliance with this requirement on behalf of North Northamptonshire Council.

Alternative Options Considered: The role of the Board of the Trust is critical in supporting it to achieve its objectives for the benefit of the residents of North Northamptonshire. For the Board to be most effective it is important that all of its positions are filled. It is not recommended that the Council should decide not to appoint to the vacant NED member of the Board.

602 Children's Services Education Case Management System Contract Variation

The Chair invited the Executive Member for Children, Families, Education and Skills, Cllr Scott Edwards to introduce a report that sought approval to proceed with a variation to the original agreement of the existing Education Case Management System contract for Children's Services. If approved, this two-year extension would allow sufficient time to enable a suitable migration and implementation period for the new system which was currently in the process of being procured.

Details of the costs involved in approving the extension were highlighted to the meeting, with the budget for the extension having been approved by Full Council at its meeting in February. It was noted that a further 220 additional licences would be procured as part of the contract extension.

RESOLVED

KEY DECISION

That the Executive:

- a) Approved that the Council proceeds with a Variation to the contract with Capita Business Services Limited for the Capita One Education Software for a two-year extension and 220 additional licences.
- b) Delegated authority to the Executive Member for Children, Families, Education and Skills, in consultation with the Executive Director of Children's Services (Interim DCS), to take any further decisions and/or

actions required to agree and conclude a variation to the contract of the current CMS with Capita Business Services Limited, to allow continuity of service during full and appropriate implementation of the new Education Case Management System.

Reasons for Recommendations

- a) To support the procurement and implementation of a new Education Case Management System.
- b) To maintain a consistent and stable service provision to children, young people, parents, and carers. The new Education Case Management System will not be fully implemented until September 2025. It is essential that accurate records and case work are maintained in order to continue to deliver the service effectively.
- c) Enable Children's Services to operate in a safe and legal manner. The service has a number of statutory requirements that it must deliver including safeguarding and government data returns. The extension of the current system until implementation is complete will enable the service to comply with these.

Alternative Options Considered

- a) **Do Nothing** – There is the option to allow the contract for Capita One Education to end on Sunday, 31st March 2024 with no extension.
- b) **Re-procure the current system using a Direct Award** – Using a compliant framework agreement, so far as permissible by the relevant legislation (Public Contracts Regulations 2015), the Council's Contract Procedure Rules, and the terms of the framework agreement.
- c) **Explore the use of alternative existing case management systems** within the Council.

603 Kitchen Food Waste Service Rollout

The Chair invited Cllr Valerie Anslow to address the meeting. Cllr Anslow welcomed the new government requirement to collect kitchen food waste and made reference to composting, government grant funding and the potential impact of additional bins on flats and Houses of Multiple Occupation (HMOs). Cllr Anslow noted the need to make a concerted effort to explain to residents what contents were acceptable in the new bins and raised concerns regarding a possible increase in pest control considerations arising from their introduction.

The Chair thanked Cllr Anslow for her comments before inviting Cllr Lyn Buckingham to speak. Cllr Buckingham noted that Corby already had a food waste collection service, although there remained areas such as flats that did not receive the service and questioned whether these locations would form part of the new rollout. Cllr Buckingham also noted the need to educate people in relation to the new service.

The Chair thanked Cllr Buckingham for her comments before inviting the Executive Member for Highways, Travel and Assets, Cllr Matt Binley to introduce a report that sought approval to confirm allocation of the funding received from the Department for Environment, Food and Rural Affairs (DEFRA) for the capital expenditure associated

with the new statutory responsibilities for the Council under s45A of the Environmental Protection Act 1990 to provide weekly food waste collections to all households.

Cllr Binley acknowledged the need for education around the new service as to what could be collected and what could not. Cllr Binley also noted that food waste would be contained within a solid plastic bin thereby deterring rodents. Cllr Binley stated that the report before members had been many months in production, with all aspects of the future service considered including inconsistencies in existing service provision.

Cllr Binley stated that government's waste collection scheme, called Simpler Recycling, introduced standardised requirements for recyclable or compostable waste collections across England, which included the requirement for weekly household food waste collections.

The report before members sought approval of the allocation of £2,495,563 of funding received for capital expenditure to implement the required infrastructure to commence the project and to carry out procurements ready to start collections on the target start date of 1st April 2026. Funding for the transitional stage, ongoing resource and revenue costs would be allocated from DEFRA.

It was noted that the Council currently operated a kerbside food waste collection service in the East Northamptonshire and Corby areas; therefore, the project would require a roll out of the service to Kettering and Wellingborough.

It was further noted that there would be a large number of local authorities seeking to procure the same equipment in order to provide the service, therefore there was a need to act expeditiously.

Cllr Binley stated that the service would be promoted across the whole of the Council area including areas where the service was currently in operation, as it was anticipated that this would help to increase uptake in the existing service areas. The meeting heard that savings would be derived for every tonne of food waste that was diverted from residual waste.

Cllr Binley reported that where new vehicles were procured there was an aim for these to be electric to help reduce carbon emissions, with the service playing an important role towards the Council's target of being carbon neutral by 2030.

Cllr Binley concluded by offering thanks to the government and DEFRA for bringing in the amended Environment Protection Act and for providing the Council with the allocation of capital funding outlined above.

Cllr Helen Howell spoke to welcome report, noting the success of the existing scheme in Corby and East Northamptonshire.

Cllr Harriet Pentland also welcomed the report, noting that the Climate Change Impact Assessment tool that formed part of the report indicated a significant positive environmental impact associated with the proposals. Cllr Pentland stated that the waste team would work hard to provide information and resources to residents using the service.

Cllr David Howes also acknowledged the need for education for residents and members regarding the new service as well as noting the link between the new service and green waste collections.

Concluding debate, Cllrs Edwards and Brackenbury spoke to welcome the governmental grant that would enable the service to be provided, with the latter also noting the success of the existing service in East Northamptonshire.

RESOLVED

KEY DECISION

That the Executive:

- a) Recognised and accepted the grant from DEFRA for the capital infrastructure relating to introducing a food waste service of £2,495,563 in line with the grant conditions. The approval of the capital project forms part of the Capital Updates report elsewhere on the Executive agenda;
- b) In line with the approval of the capital project, approved commencement of procurement of vehicles, containers and other items associated with the mobilisation of the new food waste collection service;
- c) Delegated authority to the Executive Member for Highways, Travel and Assets, in consultation with Executive Director for Place & Economy, Executive Director for Finance and Performance and the Executive Member for Finance, the authority to take any further decisions and actions required to implement the new service including the procurement process and award of the contracts, without the need to return to the Executive. This will include updating the North Northamptonshire Waste and Recycling Policy to reflect the new services.

Reasons for Recommendations:

- The proposed option ensures compliance with Government requirements to collect food waste from residential properties from 1st April 2026.
- The recommended course of action will allow the Council to secure the most cost-effective solution for North Northamptonshire residents.

This approach ensures the Council has legally procured and has a compliant contract in place for the provision of services that provide a direct benefit to residents by collecting their waste.

Alternative Options Considered:

- Contract out the collection service, requiring the supplier to manage the procurement of infrastructure items. This option is not recommended as it does not reflect the operational in-house arrangements in place and is

anticipated to be more expensive given the overheads an external provider will place on the procurement of infrastructure items.

- Take no action. This option is not recommended as it will mean that the Council does not meet its statutory obligations in respect of its duties as a Waste Collection Authority.

604 North Northamptonshire Council Complaints Remedy Policy

The Chair invited Cllr Lloyd Bunday, Executive Member for Finance and Transformation to introduce a report that sought approval for adoption of a North Northamptonshire Council Complaints Remedy Policy to support services responding to complaints under the North Northamptonshire Comments, Compliments and Complaints Policy and to inform decision making in line with best practice of the Ombudsman Service guidance.

It was heard that the policy confirmed that complainants had statutory rights when raising a dispute around loss of service or maladministration. The Complaints Remedy Policy would therefore ensure consistent decision making informed by Ombudsman guidance for councils. Adoption of the policy was considered to be prudent and essential in preventing adverse risk to the Council, both financial and reputational. It was noted that financial implications associated with remedies may decrease as a result of reduced complaint escalation to the Ombudsman Service.

RESOLVED

KEY DECISION

That the Executive approved the Complaints Remedy Policy.

Reasons for Recommendations –

- Ensure a policy reflecting best practice to advise and inform decision making
- To support knowledge and understanding on remedy consideration
- Promote consistent decision making

Alternative Options Considered – Not having a policy reduces efficiency and risks robust consideration being applied to decision making.

605 Post 16 Policy for Home to School Transport

The Chair invited Cllr Lyn Buckingham to address the Executive. Cllr Buckingham raised concerns querying withdrawn bus routes and the impact this had on children being able to get to school by bus.

The Chair thanked Cllr Buckingham for her comments before inviting the Executive Member for Highways, Travel and Assets, Cllr Matt Binley to introduce a report that sought approval to publish the revised Post 16 Home to School Transport Policy for

the school year 2024/25. It was noted that the policy had to be published by 31st May 2024, but if approved would be published as soon as possible to assist parents of children affected.

In response to Cllr Buckingham's comments Cllr Binley noted that no bus routes had been lost following the Covid pandemic, although service frequency had declined in some instances. Cllr Binley stated that work was ongoing as part of the Bus Service Improvement Plan to develop improved commercial services in key areas allowing students to utilise these where appropriate mitigating the overall cost of, and demand for, transport provision for Post 16 students as well as benefitting all passengers by allowing greater choice of travel times.

It was reported that all Post 16 home to school transport was discretionary, with the policy having last been reviewed over a decade previously by the former county council. The associated Statutory School age Home to School Transport policy had been approved by Executive in 2023 with the proposed changes to the Post 16 policy bringing it into line with those changes previously approved.

The meeting heard that extensive public consultation had been undertaken as part of that Statutory School age Home to School Transport policy review process, with responses included as an appendix to the report.

It was noted that the cost to parents to purchase a seat on the Council's contracted bus service had been £600 per school year, equating to a charge of £3.15 per school day for transport. The Council also currently offered a guarantee this it would commission sufficient additional seats to accommodate all those who applied for the service before a set date each year.

Cllr Binley stated that this service was running at a significant loss to the Council, the current cost for providing this discretionary service being £172,000, with approximately only £86,000 being recovered through the £600 charge.

The meeting noted that the policy had been re-written and re-formatted due to comments that the previous iteration had been hard to understand. The Parents' Forum had agreed that the proposed policy was more accessible.

In addition, it was proposed that the guaranteed discretionary seat for early applicants be removed with the proposed fare increased to £760 per school year for new and existing students, still significantly lower than the actual cost of providing the service which amounted to £1200 per student. It was heard that there were mitigations in place for those on low incomes or who had multiple children in Post 16 education. Fares would be reviewed annually as part of the Council's fees and charge's structure.

Concluding, Cllr Binley stated that the Place and Environment Scrutiny Committee had reviewed the policy proposals, recommending that the new format be adopted, that the guaranteed seat option be removed, that applicants pay the full amount and those currently in the system pay a reduced rate of £760.

Cllr Scott Edwards spoke to welcome the recommendations that would bring the policy into line with the Statutory School age Home to School Transport policy, without resorting to full cost recovery.

RESOLVED

KEY DECISION

That the Executive approved the revised Post 16 Policy for Home to School Transport for publication.

Reasons for Recommendation: To ensure that statutory obligations are fulfilled by the publishing of a Post 16 Policy for Home to School Transport in line with legislation. The policy currently before the Executive takes into account the changes previously approved for pupils of statutory school age and the legislation and guidance specifically relating to education transport for Post 16 students.

Alternative Options Considered:

Do nothing: Failure to adopt a revised policy would result in the current policy being de facto adopted, leading to a two-tier charging system for discretionary seats as well as confusion over entitlement to and availability of services at the transition between Statutory School age and Post 16 services. In addition, failure to adopt the revised charging system would result in the Council being required to continue to subsidise Post 16 transport at its current rate, rather than recouping a higher proportion of the actual cost from service users, which will lead to budgetary pressures.

Refer the draft policy back for further revision: If the Executive prefer not to approve the policy as drafted, they may make recommendations as to any alterations they may require. Members are requested to be mindful of the statutory requirement to publish the final version of the policy before the end of May 2024 and the timelines for re-presentation of the policy at Executive for approval. Failure to approve the final version within this timeframe will result in the current policy being de facto adopted for the coming academic year with the same outcomes as Do Nothing. If this option is adopted it is therefore recommended that Members give delegated powers to the Executive Member for Highways, Travel and Assets and the Executive Director of Place and Economy to authorise and approve the final draft, without the need to return to Executive.

606 **Single Homelessness Accommodation Programme (SHAP) Funding 2024/25 to 2026/27**

The Chair invited Cllr Valerie Anslow to address the meeting. Cllr Anslow welcomed the funding as it would assist in supporting adults in cyclical rough sleeping patterns with complex needs. Cllr Anslow queried whether funding was being taken from the Rough Sleeping Initiative (RSI) to fund the new Single Homelessness Accommodation Programme (SHAP) and the impact on those currently supported but not meeting the threshold for SHAP support. Cllr Anslow concluded by thanking officers for their work in obtaining the grant funding.

The Chair thanked Cllr Anslow for her comments before inviting Cllr Lyn Buckingham to address the meeting. Cllr Buckingham acknowledged that the programme would try to help those that had greatest need, but raised concerns that low-level homelessness

prevention work would be lost, noting that there was not a one size fits all approach to homelessness that could be adopted.

The Chair thanked Cllr Buckingham for her contribution before inviting the Executive Member for Housing, Communities and Levelling-up, Cllr Mark Rowley to introduce a report that sought to brief the Executive on the Single Homelessness Accommodation Programme (SHAP) grant award by the Department for Levelling Up Housing and Communities for 2024/25 to 2026/27 and sought approval to undertake procurement to deliver the supported accommodation provision as detailed in the funding bid.

In response to comments from the speakers, Cllr Rowley noted that RSI funding was not being utilised in relation to the SHAP, with existing support work continuing in addition to the new programme that comprised £802,000 of funding spread over three years to deliver supported accommodation for individuals experiencing rough sleeping with complex needs. It was heard that provision would be supplied following tendered contract award to a service provider that would manage the supported accommodation provision as part of North Northamptonshire Council's rough sleeping pathway.

The Chair spoke to welcome the report, noting the commitment of the government to end rough sleeping nationally.

RESOLVED

KEY DECISION

That the Executive:

- a) Approved that the allocated spend of Single Homeless Accommodation Programme (SHAP) funding to deliver supported accommodation for adults experiencing rough sleeping with complex support needs as outlined in **Appendix A**.
- b) Delegated authority to the Executive Member for Housing, Communities and Levelling Up in consultation with the Executive Director for Adults, Health Partnerships and Housing to undertake any decisions and actions required to enable the delivery of this funding.

Reason for Recommendations:

- To ensure that the Council utilises the grant funding secured to effectively help deliver supported accommodation provision in North Northamptonshire for individuals with high levels of complex needs.
- To safeguard this vulnerable cohort of adults experiencing multiple exclusion homelessness by providing accommodation to help them move away and recover from a life on the streets.
- To enable a new contract to be established to deliver the required supported accommodation for the funding period 2024/25 to 2026/27.

Alternative Options Considered:

- To not utilise the grant funding to deliver supported accommodation provision resulting in a loss of the grant funding.

607 Sustainable Modes of Travel to School Strategy

The Chair invited Cllr Valerie Anslow to address the meeting. Cllr Anslow made reference to the recent Wellingborough Local Cycling and Walking Infrastructure Plan workshop and the benefits of such a scheme tying in with children walking and cycling to school.

The Chair thanked Cllr Anslow for her comments before inviting the Executive Member for Children, Families, Education and Skills, Cllr Scott Edwards to introduce a report that sought to provide members with an update on the progress of the Sustainable Travel to Education Strategy, reported on the findings from the associated public consultation and sought approval for adoption of the strategy.

Cllr Edwards stated that schools should be supported in encouraging children to travel to school using sustainable modes of transport, with examples of walking buses operating in Kettering provided to the meeting. It was reported that consultation response levels in response to the proposed strategy had been very low despite all schools in the area being consulted.

It was heard that the strategy had developed been to reflect the needs of the community, priorities and investment plans as well as aligning with other strategic policies such as the Corporate Plan, Local Development Framework whilst being coordinated with emerging policies such as the Greenway Strategy and Local Walking and Cycling Investment Plans (LCWIPs). The strategy would be reviewed annually to ensure it continued to meet the needs of the community.

Cllr Matt Binley spoke to welcome the report, noting successes with walking buses and the work of the local Brightwayz organisation to promote safe, active, sustainable travel for everyday journeys. Cllr Binley also made reference to the LCWIPs approved for Kettering and Corby and the ongoing work in relation to consultation and funding for routes identified.

Cllr Harriet Pentland also welcomed the strategy, noting the despite the low level of consultation response, there remained useful information to be gleaned. The strategy indicated the potential for encouraging people to use more sustainable travel options where they could, with a positive school census picture noted for those walking to school. Cllr Pentland referenced the significant health and environmental benefits associated with using sustainable modes of transport to get to school along with opportunities to tie the strategy in with the LCWIPs.

Cllr Gill Mercer spoke to reference the positive sessions regarding the proposed LCWIP for Wellingborough and noted the foresight of the former East Northamptonshire Council in creating the Greenway which continued to be an asset for North Northamptonshire.

Cllr Helen Howell spoke to welcome the report and the link to the Greenway, with an aim to support sustainable transport across the whole of North Northamptonshire for a

variety of purposes. It was noted that publishing such strategies provided the Council with a strong platform to obtain funding required to implement them.

RESOLVED

KEY DECISION

That the Executive:

- i) Noted the findings of the public consultation analysis for the Sustainable Travel to Education Strategy which forms **Section 7.5** of this report.
- ii) Approved and adopted the Sustainable Travel to Education Strategy which forms **Appendix A** of this report as a Council policy document.

Reason for Recommendations: The Sustainable Travel to Education Strategy has been prepared in line with the governments guidance and has been developed to enable the Council to:

- Assess and audit of sustainable travel options within the local authority,
- Develop a strategy for the promotion of sustainable travel to schools and other educational or training facilities.
- Identify prioritised cycling and walking infrastructure improvements for future investment.

Alternative Options Considered:

- While it would be possible to develop a Sustainable Travel to Education Strategy based on a different methodology to that contained in Government Guidance, this is not recommended as it would mean that the Council would be unlikely to fulfil its duty under the Education and Inspections Act 2006.
- Not adopt the Northamptonshire Sustainable Modes of Travel Strategy.

Neither of these options are recommended.

608 Update to North Northamptonshire Council Unacceptable Customer Behaviour Policy

The Chair invited Cllr Lloyd Bunday, Executive Member for Finance and Transformation to introduce a report that sought approval of the updated North Northamptonshire Council Unacceptable Customer Behaviour Policy.

Cllr Bunday reported that an initial version of the policy had previously been approved by the Shadow Executive for implementation on vesting day but now required revision to better meet both Council and public requirements. Consequently, the draft policy had been significantly consulted upon and considered by the Connected Communities Executive Advisory Panel at its meeting on 28th February 2024, with comments made

at that meeting regarding the inclusion of an appeal mechanism and elaborating on potential vulnerabilities of those engaging in unacceptable behaviours factored into the version now before the Executive.

It was noted that the revised document provided improved clarity as to customer behaviours deemed unacceptable and methods to mitigate and manage those behaviours. It was acknowledged that the on occasion the Council's customers needed to communicate with the authority when not in the best place by circumstance, however a fair and transparent policy would allow management to deal with any unacceptable behaviour demonstrated in a robust and timely manner. Details regarding the rollout of the policy and associated toolkit to frontline staff once the policy had been approved were provided.

Cllr David Brackenbury spoke to welcome the policy, stating that the draft document was balanced, sensible and offered protection for customer-facing staff. Cllr Brackenbury noted that all members and officers had a duty to keep Council staff safe while undertaking their roles and to discourage abusive and unacceptable behaviour. It was again acknowledged that sometimes customers could find interactions with the Council frustrating, however the policy encapsulated a sympathetic but sensible approach should these frustrations escalate.

Cllr Matt Binley spoke to echo support for the policy stating the Council staff deserved to come to work and not fear violence, threats and abuse. It was noted that the relatively few members of the public who stepped over the unacceptable behaviour mark could be dealt with robustly as a result of adopting the policy.

RESOLVED

KEY DECISION

That the Executive approves the North Northamptonshire Council Unacceptable Customer Behaviour Policy.

Reasons for Recommendations –

- The current policy confirming how the Council will manage unacceptable behaviour was drafted under the Future Northants programme board and adopted by the Shadow Executive. It is recommended that policies are reviewed regularly to reflect the environment the authority operates in.
- The Council has a responsibility to mitigate risk and ensure health, safety and wellbeing of staff and contractors and a robust policy should provide clarity on what behaviours are considered unacceptable and how those behaviours will be managed. The policy will also address persistent vexatious contacts and how these will be managed; these place a strain on the Council's ability to deliver services impacting other customers by monopolising resources.

Alternative Options Considered: Option to not revise and continue to operate under policy drafted by Future Northants and adopted at vesting day. This is not recommended.

609 Adult Social Care Strategy "The Lives We Live" 2024 - 2029

The Chair invited Cllr Lyn Buckingham to address the Executive. Cllr Buckingham spoke to welcome the report, noting that the driving forces behind social care and recent increases in placement numbers need to be looked at carefully. Cllr Buckingham noted that the social care market was dominated by providers that viewed Council area as potentially lucrative, but with better inter-departmental work within the Council there was the potential to get the desired outcomes for social care.

The Chair thanked Cllr Buckingham for her contribution before inviting the Executive Member for Adults, Health and Wellbeing to introduce a report that sought approval to go out to public consultation on the draft Adult Social Care Strategy 2024-29.

In response to Cllr Buckingham's comments, Cllr Mercer noted that there was a vibrant social care market in North Northamptonshire with daily monitoring regarding placements. In addition, work was ongoing between various stakeholders and Council departments to contribute towards the evolving adult social care system.

Cllr Mercer stated that the strategy had been co-produced with adult social care staff and partner organisations and set a five-year direction of travel for the people of North Northamptonshire. Attention was drawn to the underlying vision of the strategy that would enable people to live their best lives, with reference made to the aims, visions and desired outcomes arising from new ways of working. It was anticipated that the strategy would assist with increased demand and offer a streamlined service to prevent multiple hand-offs for those travelling through the system by putting the person at the centre of the system. It was heard that there would be a single route of access, with those not requiring adult social care referred to community facilities for support.

The meeting noted that the outcomes framework was based on the recent national Adult Social Care Outcome Framework, with an aim to provide quality social care services through contracting, clear accountability and regulatory compliance with value for money and continuous improvement embedded.

Cllr Mercer reported that one of the key forums for developing the strategy had been the North Northamptonshire Place Board as part of the Integrated Care System (ICS). In addition, the strategy had been presented to the Health & Wellbeing Board, the Active Communities Executive Advisory Panel, the ICS Urgent Care Board and the Northamptonshire Safeguarding Board as well as internal directorates. It was noted that the Local Area Partnerships and place development was an integral part of strategy implementation, as was the preventative offer of the voluntary sector in assisting in reducing demand.

Cllr Mercer made reference to the current complex service offer detailed in Appendix D of the report, with the new strategy designed to streamline this and prevent multiple handoffs during the journey of individuals through the system.

Cllr David Brackenbury spoke to welcome the ambitious strategy before members, with specific reference made to maintenance of social connections within the objectives, with the importance of maintaining these for individuals for as long as possible being noted.

RESOLVED

KEY DECISION

That the Executive:

- a) Approved the Adult Social Care Strategy 2024 – 2029 for public consultation as set out in Option 2 of this report
- b) Noted the co-production approaches used to develop the draft strategy.

Reasons for Recommendations:

- Activity delivered by public bodies should be underpinned by a clear strategy that gives the mandate for the way services should be provided and commissioned.
- This draft strategy is an important step following, the creation of the Council through Local Government Reform (LGR), in setting out how the Council intends to meet its statutory duties for adult social care.
- Co-production has played an important role in developing the current draft of the strategy, gathering the views of frontline staff, strategic partners and people that use services and their carers.

Alternative Options Considered

- **Option 1 (not recommended):** Continue “as-is” without renewing the legacy strategy developed by Northamptonshire County Council. This is not recommended as caselaw, expectations and provider markets evolve and change over time. Reviewing and renewing strategies is an important part of ensuring that council services and provision remain relevant and support our residents to lead the best lives possible.
- **Option 2 (recommended):** Develop the draft strategy using engagement and co-production approaches and consult on the draft strategy and present to the Executive for approval to consult on the draft strategy. This is the recommended option and is based on best practice approaches, utilising co-production as part of the development of the draft strategy.

610 Capital Programme Update 2023-24

The Chair 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.

Cllr Harriet Pentland spoke to welcome all four scheme projects, with particular reference to the enhanced play area offer at Barnwell Country Park that would encourage young families to make use of the facilities.

Cllr Scott Edwards also spoke to welcome the investment at Barnwell Country Park noting the beneficial impact this would have on the health and wellbeing of families and children. In addition, Cllr Edwards welcomed the funding for pedestrian crossings on Deeble Road, Kettering, noting that residents would also welcome this investment.

Cllr Matt Binley echoed support for the pedestrian crossings on Deeble Road, noting that their construction would tie in with development in Kettering and increased pedestrian traffic.

RESOLVED

KEY DECISION

That the Executive:

- i) Approved the following changes into the capital programme:
 - a. Ground Maintenance Equipment – virement of £42.3k in 2023/24 from Chesham House budget, funding to remain as approved from borrowing.
 - b. Barnwell Country Park Play Area – budget approval for £88.3k in 2023/24 to be funded £78.8k grant funding and virement of £9.5k from Country Parks Minor Works Budget.
 - c. Kerbside Kitchen Food Waste – budget approval for £2.495m in 2024/25, to be funded from external grant.
 - d. Deeble Road Pedestrian Crossings – budget approval for £185k in 2023/24, to be funded from external grant.

Reasons for Recommendations: These are set out in greater detail within section 5 of the report, but can be summarised as helping to meet the Council's corporate plan objectives:

- Green sustainable environment
- Connected Communities

Alternative Options Considered:

- For those schemes which are grant funded, they are undertaken in accordance with the requirements of the grant conditions and, therefore, there is no alternative option proposed in this report.
- The budget virement in support of ground maintenances equipment and Barnwell country park could have been released, however, the replacement of play equipment and maintaining green infrastructure is an important element of ensuring that the Council has the appropriate equipment to support and deliver services and further investment is required in this area.
- Where individual schemes are over £0.5m, separate reports are included elsewhere on this agenda, and these set out the wider options that were considered before reaching the proposals put forward

611 Budget Forecast Update 2023-24 - Period 10

The Chair invited Cllr Lyn Buckingham to address the Executive. Cllr Buckingham spoke to reference overspends in relation to the Children's Trust, Housing Revenue Account and Dedicated Schools Grant.

The Chair thanked Cllr Buckingham for her contribution before inviting the Executive Member for Finance and Transformation, Cllr Lloyd Bunday to introduce a report that set out the forecast outturn position for the Council based on the Period 10 monitoring forecasts for the General Fund and the Housing Revenue Account (HRA).

The meeting heard that the overall outturn forecast for the General Fund for 2023/24, as at Period 10 was a forecast overspend of £11.036m against the approved budget, an additional pressure of £915,000 since the last reporting period. The Children's Trust had forecast an overspend of £30.902m, an increase of £1.232m since the previous period, with a risk that £1.070m of efficiency savings would remain undelivered. It was noted that should this pressure not be mitigated it would pose a significant financial risk to the Council.

Cllr Bunday reported that the overspend in regard to Third Party Payments in respect of independent care for Adult Services had increased, with the figure nearing £13m. Favourable budget movements for both Place and Enabling services were detailed to the meeting, alongside additional income due from the Business Rates Retention system.

The Council's overall outturn forecast for the Housing Revenue Account was reported as being an overspend of £128,000.

It was also reported that the Dedicated Schools Grant (DSG) had a forecast pressure of £9.115m, with pressures relating to the high needs funding block that supported SEND provision. Use of reserves had reduced this figure.

Concluding, Cllr Bunday recognised that the current financial climate was challenging, however, the Council would continue to work hard to balance its finances whilst protecting vital services, particularly those to its most vulnerable residents.

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**.

Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 10 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.

Chair

Date

The meeting closed at 11:34am

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Agenda Item 5



EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Performance Indicator Report 2023/24 (Period 11 – February 2024) |
| Lead Member | Cllr Lloyd Bunday, Executive Member for Finance and Transformation |
| Report Author | Tom Barden, Head of Performance, Intelligence and Partnerships |

| | |
|--|---|
| 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 | N/A |
| Which Corporate Plan priority does the report most closely align with? | Modern public services |

List of Appendices

Appendix A - Detailed Performance Indicator Report Period 11 2023/24 (February 2024)

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 11 (February) 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 11.

- 2.2. A detailed assessment of the performance of services as measured by Key Performance Indicators for Period 11 has been included as **Appendix A**. This includes comments / exception reports on each of the performance indicators reported.
- 2.3. 45 Key Performance Indicators are reported for this period of which 44 are reported on a monthly basis. The data for one Public Health KPI which is reported on a quarterly basis one month in arrears, was delayed for a further month, and so is included in this report.

3. Recommendations

- 3.1. It is recommended that the Executive note the performance of the Council as measured by the available indicators at Period 11 (February) 2023/24, set out in **Appendix A** to this report.
- 3.2. Reason for Recommendations – to better understand the Council's performance as measured by Key Performance Indicators as at Period 11 (February) 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. Key highlights of over-performing key performance indicators as at P11 detailed in **Appendix A**:
 - 4.1.1. STP30 defects repaired increased this month to combat the rising STP29 highways defects outstanding which is expected at this time of year. Target timescales for repairs are all being achieved (STP31). Commentary notes that “defects continue to increase each month during the winter period as a result of the freeze/thaw cycle causing damage to weak road surfaces” and that “the contractor continues to focus on P1 and P2 category repairs, as they pose the highest risk to road users. Timely responses to P3 repairs is also important to prevent them worsening and becoming P1 or P2 defects.”
 - 4.1.2. STP37a Average time taken to re-let NNC standard void properties is continuing to improve and is achieving the national target. Commentary notes that this is less than the target of 56 days for the 5th consecutive month.
- 4.2. Under-performing key performance indicators to note, as at P11 detailed in **Appendix A**:

- 4.2.1. STP16 minor planning application processing has dropped by almost half to only 46% for February. Major and other application processing, however, is back within target levels.
- 4.2.2. The Oflog Adult Social Care KPI “AFL08 Number of people who were prevented from requiring statutory care, or whose need was reduced” has been underperforming the 80% target at around 74% all year. Commentary notes that “The rate shows positive growth April - August with a slight reduction in September and October. The rate has been consistent over the past 4 months at around 74%. This remains lower than expected compared to 2022/23 trends, which typically ranged between 74-77%.”
- 4.2.3. AFL12 Rough sleepers snapshot has increased a little and AFL13 preventions are also under target this month. Commentary notes that " The team continue with their positive work securing accommodation for individuals direct from the streets. The team have helped 9 people into secured accommodation, five direct from the streets and four from our discretionary Temporary accommodation”
- 4.2.4. BBF27 “% of initial child protection conferences held within 15 days of a strategy discussion being initiated” has been considerably underperforming all year. It has, however, seen great improvements this month, from 1.8% in January to 35.9% in February. Commentary notes that volumes are high, and capacity is low, however the Child Protection Chair caseload is now at a more management position which should have a positive impact on this KPI.
- 4.2.5. BBF18b EHC plans completed in 20 weeks is performing at its lowest point this since October 2021 (10%). Commentary notes that “While June-October 2023 represented the best run of performance so far for North Northamptonshire Council, with results often +20 percentage points better than the corresponding period in the two preceding years, performance for January-February 2024 is well below that of the same months in the two preceding years. The volume of open assessments has increased for at least 11 consecutive months and has more than doubled since July of last year.”
- 4.2.6. BBF32 The number of home educated children is continuing to rise.
- 4.2.7. MPS04 % of business rates collected in the year debit raised is still red (as it’s cumulative). Commentary notes that “Performance is below target, this was anticipated due to the cost of living issues and current economic climate, plus the impact of the Corby system conversion and the new income management system implementation.”
- 4.3. The list of Key Performance Indicators, 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. 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 Corporate Scrutiny committee.

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. The 2024-25 proposed KPI set will be on the Corporate Scrutiny Agenda in March and on the Executive Agenda in May.

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 11 (February) 2023/24, 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. No equality implications.

7.9. Climate Impact

7.9.1. 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 | Year to date performance result (April -December 2023) |
|----------------------------|--|------------------------|--|
| GSE01 | Number of E-Scooter trips | Quarterly | 387600 |
| GSE02 | Number of E-Scooter users | Quarterly | 42764 |
| GSE03 | Co2 savings from E-Scooters | Quarterly | 69.4 |
| GSE04 | Number of electric vehicle charging points publicly available | Quarterly | 202 |
| GSE05 | Number of electric vehicles chargepoints per 100000 population | Quarterly | 56.1 |
| GSE06 | Fly tipping: number of fly tips reported | Quarterly (in arrears) | 1946 (April – September 2023) |
| GSE07 | Percentage of waste diverted from landfill | Quarterly (in arrears) | 92.61% (April – September 2023) |
| GSE08 | Co2 saving from Delivery Robots | Quarterly | 2291 |

| | | | |
|-------|--|-----------|------------------|
| GSE09 | Volume of pesticides used within NNC grounds services operations | Quarterly | 118 Litres |
| GSE10 | Habitat area improved for pollinators (hectares) | Annually | Not yet reported |

To identify some key trends in the Green, Sustainable Environment key performance indicators:

- In quarter 2 more e-scooters were used, and more pesticides were used within grounds services, both of these trends are likely due to the weather conditions.
- Delivery robots were used more within quarter 1 than quarters 2 or 3.
- Electric vehicle charging availability has increased throughout the year.

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 10 (January) 2023-24 reported to the meeting of the Executive on 14th March 2024:
<https://northnorthants.moderngov.co.uk/documents/g1558/Public%20reports%20pack%2014th-Mar-2024%2010.00%20Executive.pdf?T=10>
- 8.2 Performance Management and Reporting Arrangements 2023-24 reported to the meeting of the Executive on the 16th March 2023:
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=142&MId=982&Ver=4>
- 8.3 The Corporate Plan, reported to the meeting of the Executive on 18th November 2021, adopted by Council on the 1st December 2021:
<https://northnorthants.moderngov.co.uk/ieListDocuments.aspx?CId=142&MId=326&Ver=4>

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North Northamptonshire Council Performance Report - February 2024

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 | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period reported) | Polarity | Target | Tolerance | Comments |
| 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) | 94% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23) | 80.60% | 92.31% | 82.35% | 74.07% | 71.43% | 100.00% | ↑G | Higher is better | 90% | 85% - 90% | Performance this month has improved on the previous month. The percentage performance is influenced by the work being undertaken to clear backlog applications. We continue to deal with the backlog and improve the performance figure. The relatively small number of major decisions overall means that percentage performance remains volatile. In March we saw a rise in applications submitted and have continued recruitment & retention challenges. |
| 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) | 87% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23) | 75.91% | 73.91% | 84.54% | 76.85% | 78.13% | 46.43% | ↓R | Higher is better | 85% | 80% - 85% | Performance this month has dropped, although a significant number of applications have been determined again this month. The percentage performance is influenced by the work being undertaken to clear backlog applications, which is essential to enable the service to operate more efficiently in the longer-term. Recruitment & retention challenges have impacted on capacity and skills. We will continue with the recruitment campaign to increase the number of permanent planning staff which will support the improvement of longer-term performance. |
| 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) | 88% (Mean Average CIPFA Near Neighbours - LG Inform Q4 2022/23) | 83.24% | 83.81% | 85.83% | 79.47% | 82.18% | 86.61% | ↑G | Higher is better | 88% | 83% - 88% | Performance has improved this month. Planning officer capacity remains challenging, with one role recruited to successfully. We will continue with the recruitment campaign to increase the number of permanent planning staff which will support the improvement of longer-term performance. |

| Place & Economy | | | | | | | | | | | | | | | | | |
|--------------------------|---------|--|---------------------|--|-----------|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|--|------------------|-------------------------------------|--------------|--|-------|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period reported) | Polarity | Target | Tolerance | Comments | |
| Highways & Waste | | | | | | | | | | | | | | | | | |
| Safe and thriving places | STP29 | Number of Defects Outstanding on the network (at end of period), split by category | | No - Contractual | n/a | 3735 | 4069 | 1982 | 2369 | 3181 | 3735 | ↑R | Lower is better | No target - tracking indicator only | N/A | The total number of defects continues to increase each month during the winter period as a result of the freeze/thaw cycle causing damage to weak road surfaces. Despite the increase in required repairs the contractor continues to respond and remains within the KPI targets as indicated in STP31. April and May can also see an increase in defects due to wet weather periods. However, coming into the late Spring/Summer period, defect numbers are predicted to decrease allowing the contractor to move from reactive to planned work therefore reducing the number of defects. | |
| | | P1 (Target response time within 24 hours) | | | | 0 | 0 | 0 | 0 | 0 | 0 | → | | | | | |
| | | P2 (Target response time within 7 days) | | | | 25 | 0 | 2 | 17 | 14 | 25 | ↑R | | | | | |
| | | P3 (Target response time within 28 days) | | | | 993 | 608 | 91 | 701 | 874 | 993 | ↑R | | | | | |
| | | P4 (Target response time within 26 weeks) | | | | 2717 | 3461 | 1889 | 1651 | 2293 | 2717 | ↑R | | | | | |
| Safe and thriving places | STP30 | Number of Defects Repaired in the network in period, split by category | | No - Contractual | n/a | 14147 | 4953 | 3957 | 2851 | 983 | 1403 | ↑G | Higher is better | No target - tracking indicator only | N/A | The contractor continues to focus on P1 and P2 category repairs, as they pose the highest risk to road users. Timely responses to P3 repairs is also important to prevent them worsening and becoming P1 or P2 defects. Winter is a challenging time for highways maintenance as the weather and light reduces the working hours available, and extreme weather events require the maintenance crews to attend to other work, such as gritting, flood response and drainage. The contractor got ahead over the summer on P4 repairs ready to respond to greater numbers of P1, P2 and P3 in the winter period. | |
| | | P1 (Target response time within 24 hours) | | | | 10 | 6 | 0 | 3 | 1 | 0 | ↓R | | | | | |
| | | P2 (Target response time within 7 days) | | | | 984 | 217 | 202 | 284 | 164 | 117 | ↓R | | | | | |
| | | P3 (Target response time within 28 days) | | | | 6947 | 2863 | 1410 | 941 | 711 | 1022 | ↑G | | | | | |
| | | P4 (Target response time within 26 weeks) | | | | 6206 | 1867 | 2345 | 1623 | 107 | 264 | ↑G | | | | | |
| Safe and thriving places | STP31 | Percentage of defects responded to within the timeframes specified, split by category | | No - Contractual | n/a | 93.4% (12938 out of 13852) | 86.81% (3737 out of 4305) | 97.28% (3178 out of 3267) | 97.55% (3425 out of 3511) | 96.08% (1202 out of 1251) | 91.96% (1396 out of 1518) | ↓ | Higher is better | P1 and P2 97.5% P3 and P4 90% | No Tolerance | All targets have been met this month. The overall number of required repairs continues to increase which is to be expected over the winter. P4 reduction is to keep on top of P3 | |
| | | P1 (Target response time within 24 hours) | | | | 100% 15 out of 15) | 100% (6 out of 6) | 100% (0 out of 0) | 100% (8 out of 8) | 100% (1 out of 1) | N/A (0 out of 0) | → | | | | | 97.5% |
| | | P2 (Target response time within 7 days) | | | | 99.79% 963 out of 965) | 99.09% (217 out of 219) | 100% (209 out of 209) | 100% (281 out of 281) | 100% (158 out of 158) | 100% (98 out of 98) | → | | | | | 97.5% |
| | | P3 (Target response time within 28 days) | | | | 91.29% 6078 out of 6658) | 86.72% (2293 out of 2644) | 95.53% (1132 out of 1185) | 96.7% (1055 out of 1091) | 92.94% (619 out of 666) | 91.32% (979 out of 1072) | ↓ | | | | | 90% |
| | | P4 (Target response time within 26 weeks) | | | | 94.68% (5882 out of 6214) | 85.03% (1221 out of 1436) | 98.08% (1837 out of 1873) | 97.65% (2081 out of 2131) | 99.53% (424 out of 426) | 91.67% (319 out of 348) | ↓R | | | | | 90% |

Communities & Public Health

| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments |
|----------------|---------|--------------------------------------|---------------------|--|-----------|----------------------|-----------------|-----------------|-----------------|---|----------|--------|-----------|----------|
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Public Health

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|--------------------------|-------|---|--|--|-----------------------------------|----------------|--------------|--------------|--------------|---|-----------------|-------------------------------------|---|---|
| Better, Brighter Futures | AFL23 | % substance misuse clients waiting more than 3 weeks for their first intervention | | | 9.3% (England Q2 2022/23 - NDTMS) | 0% (Q1-3 2023) | 0% (Q1 2023) | 0% (Q2 2023) | 0% (Q3 2023) | → | Lower is better | No target - tracking indicator only | National target will be available in April 2024 | North Northamptonshire's Substance Misuse Programme throughout 2023-24 has continued to meet all demands for waiting times for patients starting treatment and is significantly lower than the England average. |
|--------------------------|-------|---|--|--|-----------------------------------|----------------|--------------|--------------|--------------|---|-----------------|-------------------------------------|---|---|

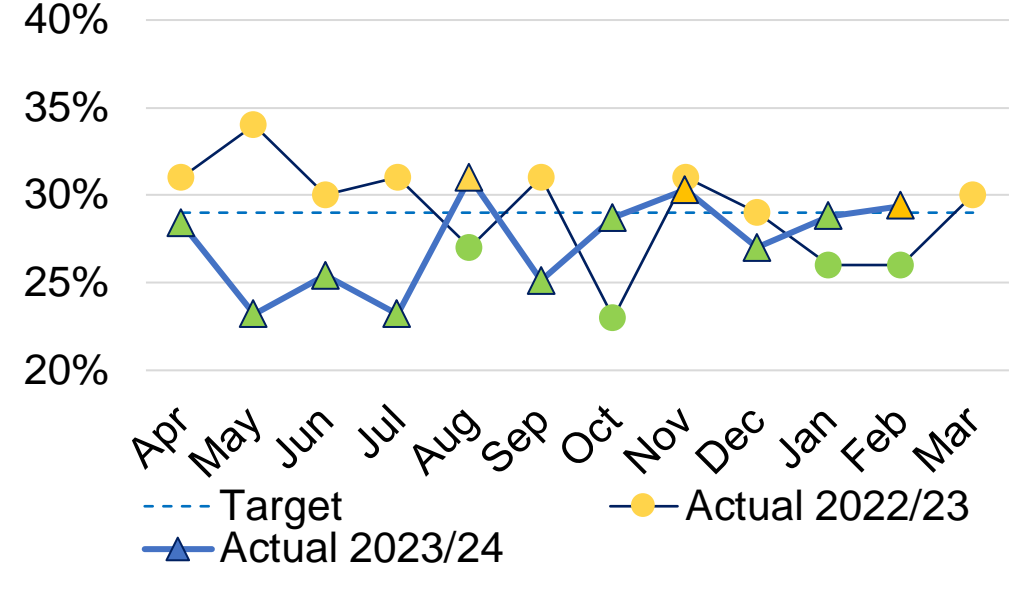
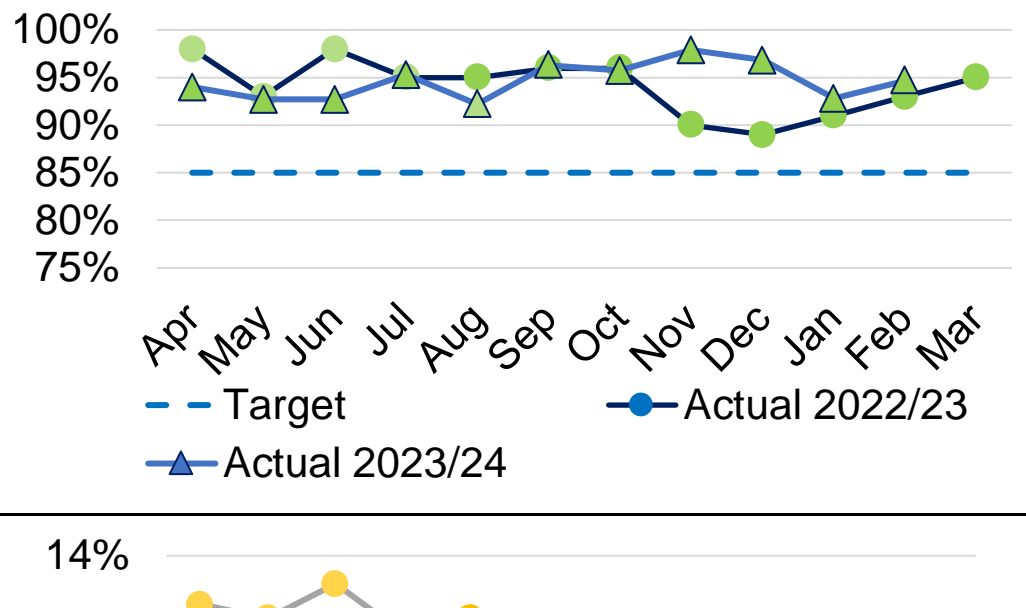
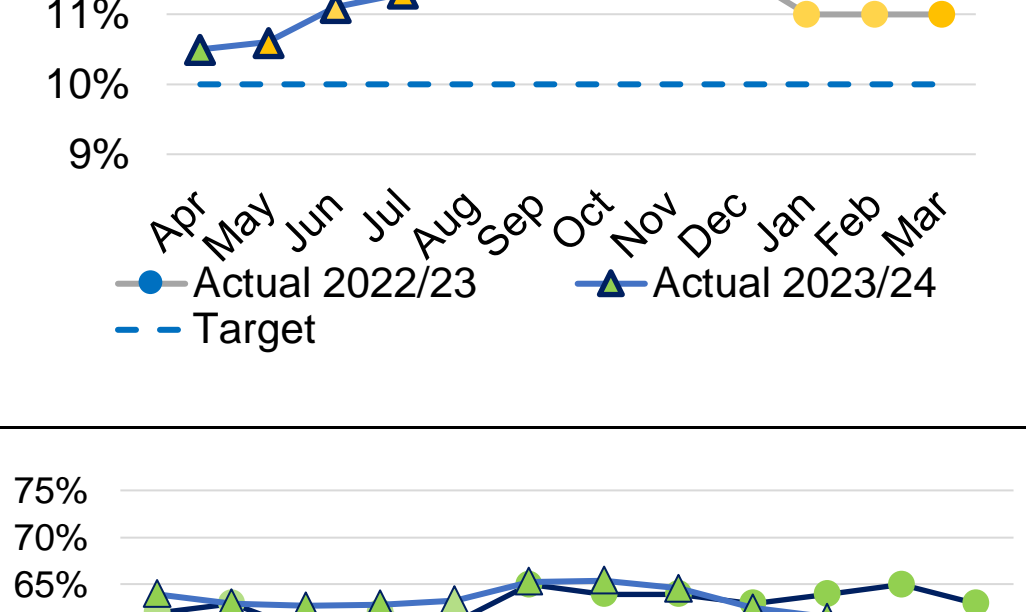
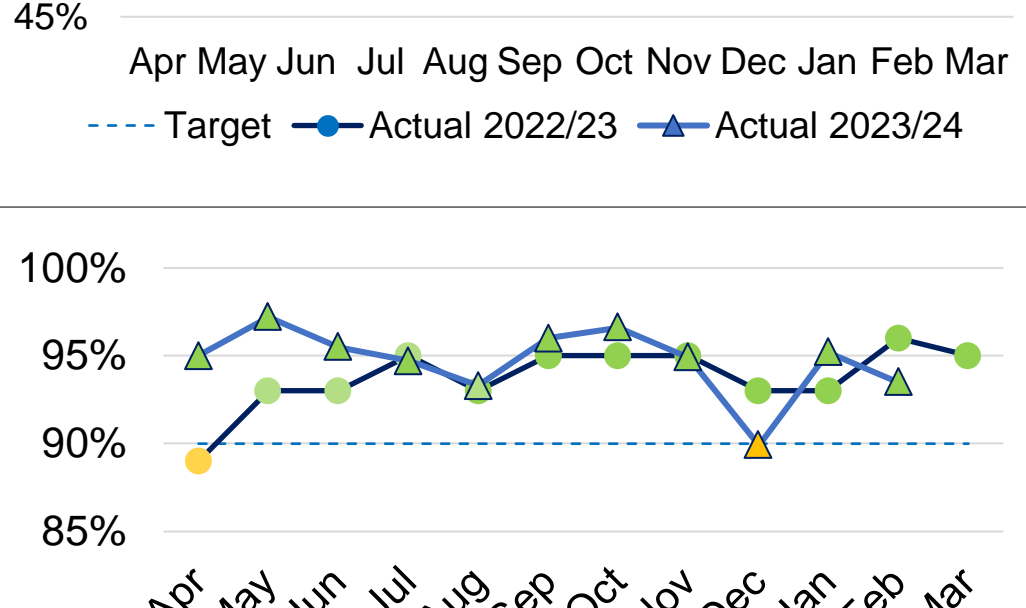
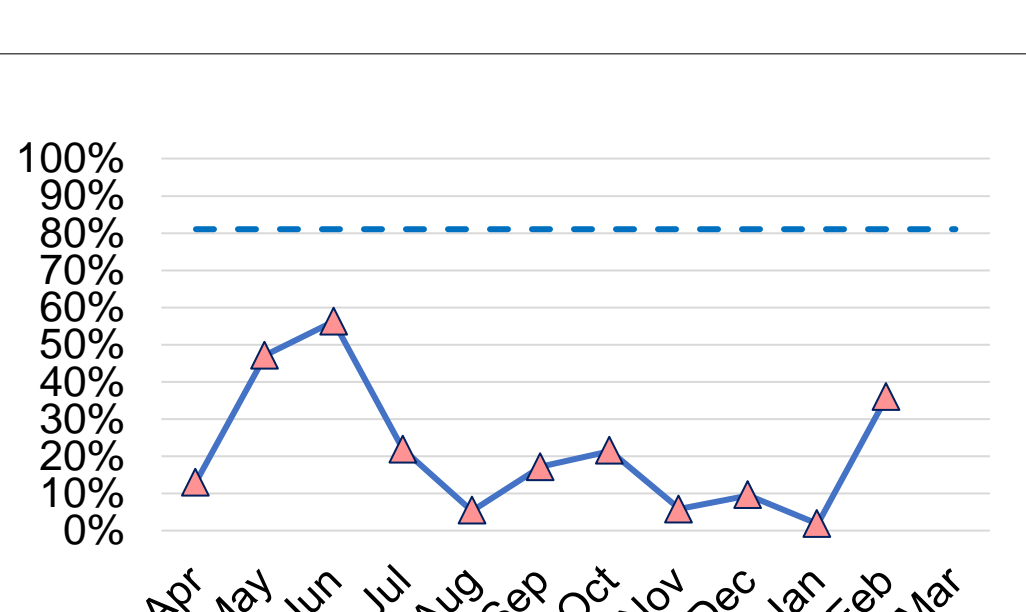
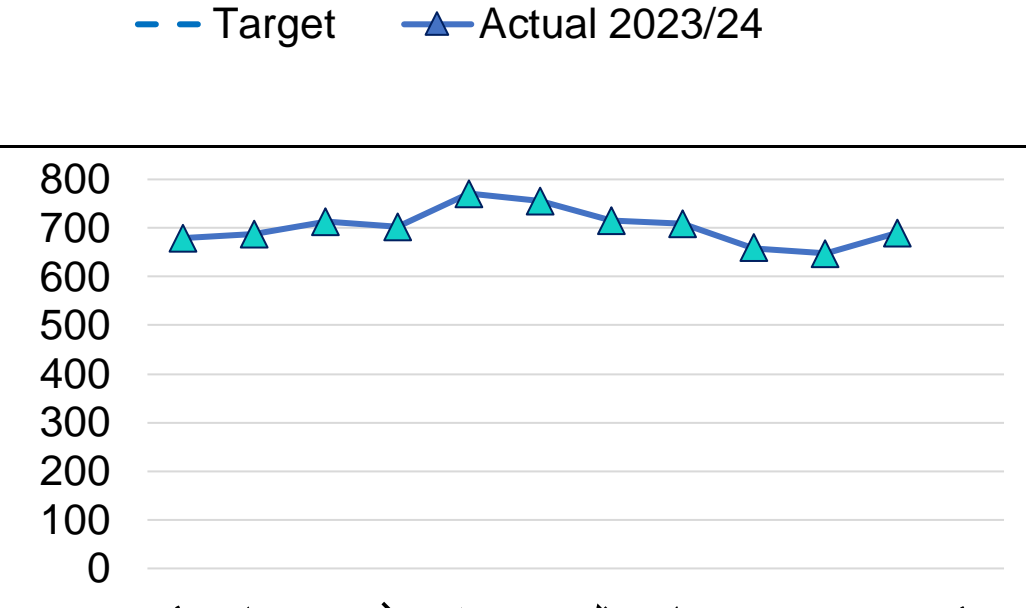
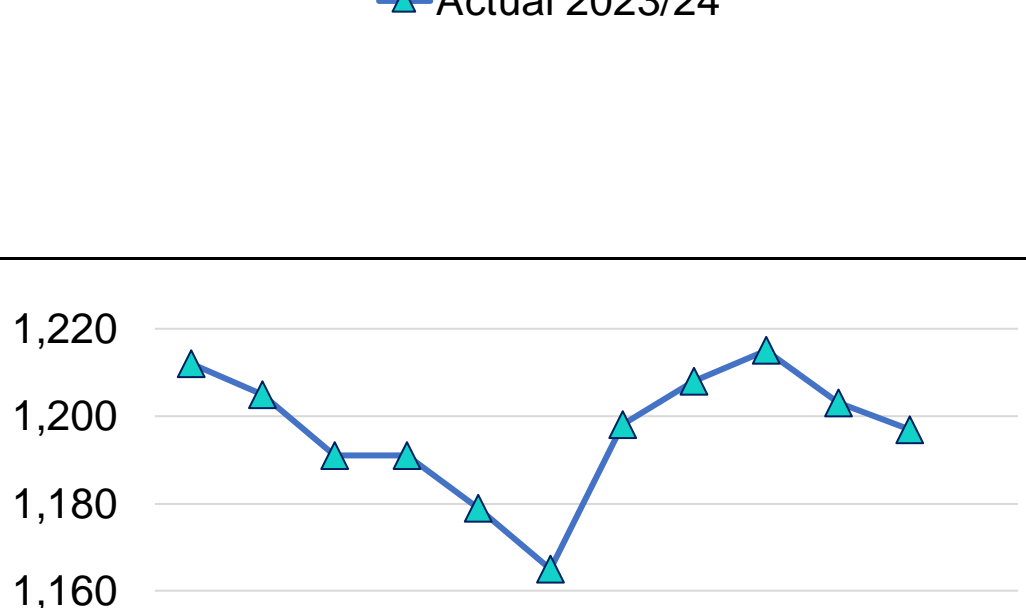
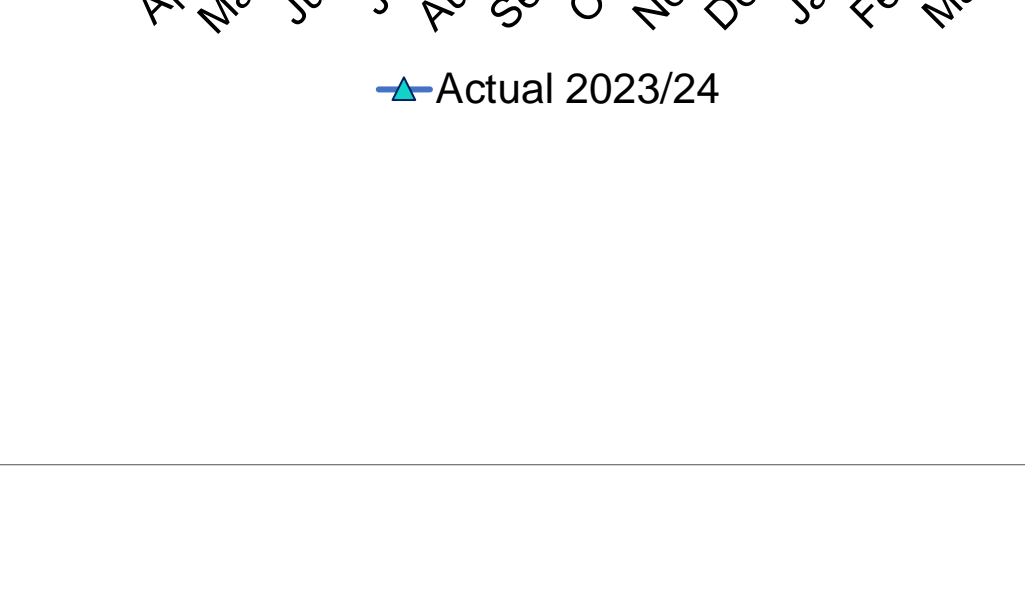
| Adults & Housing | | | | | | | | | | | | | | | | | |
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| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments | |
| Adult Social Care | | | | | | | | | | | | | | | | | |
| 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 | The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in our regional benchmarking. | 45% | 37% | 40% | 42% | 44% | 45% | ↑G | Higher is better | 35% | 5% points | There were 58 new requests for people aged 18-64 and 877 for people aged 65 and over. There is positive growth year to date, with the rate higher than those reported throughout 2022/23 and above year-end target. Denominator 2098, Numerator 935 | |
| 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' | 3681 (Apr - Jan) | 1130 | 1120 | 1077 | 355 | N/A Reporting one month in arrears | ↑ | No polarity | No target - tracking indicator only | N/A | The number of new concerns received has increased significantly and are now above the previous Financial Year average (318) | |
| 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 | 569 (Apr - Jan) | 161 | 200 | 153 | 55 | N/A Reporting one month in arrears | ↑ | No polarity | No target - tracking indicator only | N/A | There was an 17 increase in the New Concerns determined to be enquiries which could be related to the fact that more appropriate concerns are now being raised | |
| Active, fulfilled lives | AFL06 | Total number of open Deprivation of Liberty Safeguard (DoLS) cases | | Yes (Annually) | n/a | 1206 | 1267 | 1305 | 1247 | 1217 | 1206 | ↓G | Lower is better | No target - tracking indicator only | N/A | The number of open DoLS cases decreased by 9. This will have a positive impact on our new KPI DOLS metric (Closed to Received 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 | The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in ASCOF, (Adult Social Care Outcomes Framework) regional benchmarking and BCF (Better Care Fund) returns. | 408.4 | 135.6 | 263.7 | 332.2 | 374.9 | 408.4 | ↓G (monthly increase) | Lower is better | Year-end target: 564 Monthly target: 47 | TBD - for now applied standard 5% | This is a cumulative measure which increases throughout the financial year; resetting in April. Admissions year to date total 268; 204 following an assessment for new people, 10 following an episode of reablement for new people, 3 following an episode of reablement for existing people, and 51 as a result of change in setting following a review. Average monthly growth remained consistent this month; now at 37.2. This is a positive position, with year-end admission rate expected to be lower than target. | |
| 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 | The source data is from the SALT (Statutory) return. There are no gov targets. This indicator is included in ASCOF and regional benchmarking. | 74.1% | 71.40% | 73.0% | 74.7% | 74.5% | 74.1% | ↓ | Higher is better | 80% | 5% points | The rate shows positive growth April - August with a slight reduction in September and October. The rate has been consistent over the past 4 months at around 74%. This remains lower than expected compared to 2022/23 trends, which typically ranged between 74-77%. | |

| Adults & Housing | | | | | | | | | | | | | | | | | |
|-------------------------|---------|---|---------------------|---|--|----------------------|-----------------|-----------------|-----------------|-----------------|------------------|---|------------------|---|--------------|---|--|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments | |
| Housing Services | | | | | | | | | | | | | | | | | |
| 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) | 7 (Mean Average CIPFA Near Neighbours - LG Inform) | 16 | 16 | 13 | 11 | 15 | 16 | ↑R | Lower is better | 9 | 9 to 12 | <p>During the month of February 2024, we have seen another slight increase in the single night figure (16), although one new person was identified on that single night. Out of the 16 people seen on the single night snapshot, 6 have not been seen again, 1 has been relocated and accommodated to another area due to risks, 3 have been placed into accommodation, and remaining are working with team.</p> <p>The team continue with their positive work securing accommodation for individuals direct from the streets. The team have helped 9 people into secured accommodation, five direct from the streets and four from our discretionary Temporary accommodation, this is an amazing achievement, especially for our Corby team. Our returning to rough sleepers remains our focus on preventing a return to the streets, this number is fairly steady, but it is evident that more work is required within Accommodation Providers around preventing evictions. Our long-term rough sleepers number remains stable, this is too due to the availability of our RSAP- Never Give Up project, due to the last property coming on stream.</p> <p>Year to date is latest result.</p> | |
| Active, fulfilled lives | AFL13 | Number of households whose homelessness was prevented | | Yes (DLUHC - quarterly H-CLIC returns, no target set) | 101 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher. | 229 | 75 | 63 | 61 | 19 | 11 | ↓R | Higher is better | 252 (21 per month) | 18-21 | <p>Performance continues to fluctuate between months due to a variety of factors. This reflects the difficulties the Housing Options Team are having trying to secure accommodation solutions, particularly in the private sector in order to prevent or relieve households homelessness locally. There is a recognised need for the team to move its focus further upstream to maximise homelessness prevention opportunities and action plan is being developed in this regard.</p> | |
| Active, fulfilled lives | AFL14 | Number of households whose homelessness was relieved | | Yes (DLUHC - quarterly H-CLIC returns, no target set) | 75 (Mean Average CIPFA Near Neighbours - LG Inform) Demand in some areas must be much higher. | 304 | 86 | 82 | 80 | 25 | 32 | ↑G | Higher is better | 300 (25 per month) | 22-25 | <p>Performance continues to fluctuate between months due to a variety of factors. This reflects the difficulties the Housing Options Team are having trying to secure accommodation solutions, particularly in the private sector in order to prevent or relieve households homelessness locally. There is a recognised need for the team to move its focus further upstream to maximise homelessness prevention opportunities and action plan is being developed in this regard.</p> | |
| Active, fulfilled lives | AFL15 | Total number of homeless approaches | | Yes (DLUHC - quarterly H-CLIC returns, no target set) | n/a | 5466 | 1468 | 1404 | 1453 | 643 | 498 | ↕ | N/A | Tracking - monitoring levels of demand only | N/A | <p>3,863 households approached the Council as homeless during 2021/22, which is an average of 320 approaches per month. 4778 households approached the Council as homeless during 2022/23. This is an increase of just over 900, and an average of 400 approaches per month. In 2023-24 to date there has been 5466 homelessness approaches. Currently the Housing Options Team have a live caseload of 1160 cases. During February there has been a drop in the number of approaches compared with January, but is on par for the rest of the year.</p> | |
| Active, fulfilled lives | AFL17 | Total number of households living in temporary accommodation | | Yes (DLUHC - quarterly H-CLIC returns, no target set) | 202 (Mean Average CIPFA Near Neighbours - LG Inform) | 253 | n/a | n/a | n/a | 253 | 253 | → | Lower is better | 245 | No tolerance | <p>The number of new households entering temporary accommodation remains high following record high number of new placements in both October and November, and then again in January with 60 new households entering temporary accommodation during the month. The team is doing all it can to manage the demand, and increase supply options, as well as support housing options colleagues to ensure that households can be moved on from temporary accommodation as quickly as possible.</p> <p>Please note that this figure includes 21 Local Authority Housing Fund (LAHF) for homeless Afghan and Ukrainian families. The LAHF properties are held in the general fund which means we can only let them on a non secure basis under homelessness legislation and hence they must be retained on the temporary accommodation numbers. The number of households living in temporary accommodation will therefore be inflated by the 30 LAHF units that will be delivered under Round 1.</p> <p>*This figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated using discretionary powers*</p> <p>Year to date is latest result.</p> | |
| 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) | 11 (Mean Average CIPFA Near Neighbours - LG Inform) | 8 | n/a | n/a | n/a | 5 | 8 | ↑R | Lower is better | 5 | No tolerance | <p>With so many households being approved for placement in February, many with less than 24 hours notice of needing emergency accommodation, a high number of families have entered temporary accommodation via initial hotel placements. The longest hotel stay is 29 nights to date, the temporary accommodation team will keep these cases under daily review and move the families on to more suitable accommodation as quickly as possible.</p> <p>* 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.</p> <p>Year to date is latest result.</p> | |
| Active, fulfilled lives | AFL24 | Number of Temporary Accommodation placements out of NN area | | Yes (DLUHC - quarterly H-CLIC returns, no target set) | TBD | 0 | n/a | n/a | n/a | 0 | 0 | → | Lower is better | 3 | No tolerance | <p>As a result of the team's efforts, there are no households placed out of area as at the end of February 2024.</p> <p>Year to date is latest result.</p> | |

Adults & Housing

| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments |
|--------------------------|---------|--|---------------------|---|---------------------------------|----------------------------------|--------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|---|------------------|-------------------------------------|---------------|--|
| Safe and thriving places | STP38 | Percentage of rent collected | | No | n/a | 96.43% | 96.37% | 97.28% | 96.86% | 96.51% | 96.43% | ↓ | Higher is better | 97% | 5% | This is a cumulative rent collected as a percentage of rent owed figure. February was a five week reporting month, therefore there was an increase in the total collectable and total paid. Enforcement action is pending on 8 properties with large arrears in the Corby area. Year to date is latest result. |
| | | | | | | 132487583.04 out of 137395604.79 | 14564310.81 out of 15112272.58 | 45456854.22 out of 46729345.20 | 92181688.55 out of 95169006.90 | 110785845.69 out of 114789310.02 | 132487583.04 out of 137395604.79 | | | | | |
| 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 | 7 | n/a | n/a | n/a | 3 | 7 | ↑ | Lower is better | 10 | 10 to 15 | At the end of February 2024 there were 7 properties Ready to Let. The weekly void meetings are helping to ensure that this number is kept to a minimum. Year to date is latest result. |
| Safe and thriving places | STP36 | Number of voids - Kettering Area | | No | n/a | 54 | n/a | n/a | n/a | 51 | 54 | ↑R | Lower is better | No target - tracking indicator only | N/A | This indicator provides a snapshot at the end of the month of the number of live Housing Revenue Account (HRA) voids. At the end of February 2024 there was a reduction of two in the number of voids compared with the previous month. The overall NNC snapshot was 104 compared with 106 at the end of January. Note: This is the number of HRA voids only and does not include non-HRA temp, acquisitions or Out of Management properties. Year to date is latest result. |
| | | Number of voids - Corby Area | | No | n/a | 50 | n/a | n/a | n/a | 55 | 50 | ↓G | | | | |
| Safe and thriving places | STP37a | Average time taken to re-let NNC standard void properties | | Yes (Annual LAHS return to DLUHC) | 8 weeks (56 days) House Mark | n/a | 60.9 days | 57.8 days | 53.8 days | 53.8 days | 53.4 days | ↓G | Lower is better | 56 days | 56 to 60 days | The figure reported is the cumulative average turnaround time for those properties let in the month. In February 2024 there were 33 standard void properties let. The total number of void days for these 33 properties was 1609 days, which provides a monthly average turnaround for January of 48.8 days. This has given a cumulative average turnaround time of 53.4 days, which is less than the target of 56 days for the 5th consecutive month. |
| Safe and thriving places | STP37b | Average time taken to re-let NNC major void properties | | No | n/a | n/a | 217 days | 248 days | 254 days | 251 days | 249 days | ↓G | Lower is better | No target - tracking indicator only | N/A | In February 2024 there were 8 major void properties let. These 8 properties had a total number of void days of 1775. The cumulative average number of days remained at 249 days. Using turnaround days for major voids at the present time is not the best indicator as there is no set approach to how major voids are resourced has been agreed. |

| Adults & Housing | | | | | | | | | | | | | | | | | |
|--------------------------|---------|---|---------------------|---|-----------|----------------------|-----------------|-----------------|------------------|------------------|------------------|---|------------------|-----------------------------------|--|---|--|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments | |
| Safe and thriving places | STP08 | % of properties with a valid gas safety certificate | | Yes (Regulator of Social Housing - TSM, no target set) | n/a | 99.8% | 99.8% | 99.8% | n/a | 99.8% | 99.8% | ➔ | Higher is better | 100% | 99.5% and above is green, 99% and above is amber | As at the end of February 2024, 20 out of total 7,892 properties did not have a valid gas certificate. Of the 18 properties outstanding in the Corby area, 1 property will have a right of entry warrant executed on 05/03/24, 5 properties have court dates booked for 12/03/24, 10 properties are in the legal stages, 1 property was services on 01/03/24, 1 property is awaiting Loft hatch repairs to be undertaken before a gas engineer can return and service appliance. In the Kettering area, the 2 outstanding properties are going through the legal process to gain access. (We are limited in the number of properties we can take to court each fortnight to obtain right of entry warrants, so this can impact compliance). Year to date is latest result. | |
| Safe and thriving places | STP04 | Number of active households on Keyways (as at 1st month) | | No | n/a | 6082 | 5263 | 5642 | 5965 | 5997 | 6082 | ⬆ | 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). There has been a slight increase in the number active on the register from January to February. New applications being received remains 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. Year to date is latest result. | |
| Safe and thriving places | STP05 | Number of new Keyways applications received | | No | n/a | 6486 | 1850 | 1793 | 1474 | 700 | 669 | ⬇ | N/A - Tracking | N/A - monitoring levels of demand | N/A | There were 669 new applications in February, which was a slight reduction on the previous month. The number of new applications each month remains high. Average for the year to date 589 (last year for same period was 538). | |
| Safe and thriving places | STP39 | Number of repair jobs awaiting completion | | No | n/a | Data unavailable | n/a | n/a | Data unavailable | Data unavailable | Data unavailable | Data unavailable | N/A - Tracking | N/A - monitoring levels of demand | N/A | On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024. In the interim, data on % of all responsive repairs completed within timescale can be provided. This is performing at 92.08% (10747) for year to date (Apr-Feb). | |
| Safe and thriving places | STP40 | Number of repair jobs awaiting completion which are outside of target timescale | | No | n/a | Data unavailable | n/a | n/a | Data unavailable | Data unavailable | Data unavailable | Data unavailable | N/A - Tracking | N/A - monitoring levels of demand | N/A | On review of the data, an error in the figures has been picked up. The 2023-24 data is currently being reviewed by the team and we will begin reporting in April 2024. In the interim, data on % of all responsive repairs completed within timescale can be provided. This is performing at 92.08% (10747) for year to date (Apr-Feb). | |

| Children's Services | | | | | | | | | | | | | | | | | |
|---|----------------|--|---|--|--|----------------------|-------------------|-------------------|-------------------|-----------------|------------------|---|------------------|--------|-----------|---|--|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 2023-24 | Quarter 2 2023-24 | Quarter 3 2023-24 | January 2023-24 | February 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 | 21.9% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22 | 27.3% (8,263) | 25.4% (2,585) | 26.5% (2,006) | 28.9% (2,279) | 28.8% (675) | 29.4% (694) | ↓ A | Lower is better | 29% | 25% - 40% | Re-referrals have increased this month but remain within tolerance. It remains an area of ongoing focus with audit and review for learning. Findings from the front door review and Ofsted focused visit incorporated in a transformation plan which has been developed with the partnership expected to positively impact on re-referral rate going forward. The dedicated education roles in MASH (Multi-agency support hub) are working positively with schools to ensure appropriate referrals, and compliments from schools about their roles are increasing. 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. Stepdown practice has been reviewed and warm handovers promoted. COVID: and cost of living crisis has an impact on volume and quality of re-referrals (Northamptonshire Children's Trust commentary). | |
| 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 PI. | 94.5% (9,626) | 92.9% (2,792) | 94.3% (2,695) | 96.9% (2,575) | 92.8% (806) | 94.7% (758) | ↑ G | Higher is better | 85% | 85% - 95% | Assessment timescales remain consistently above target and national average, increasing to 94.7% 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. More appropriate staffing levels being achieved and sustained in the DAAT (Duty and Assessment team). Improvements are also progressing in safeguarding teams. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoS (Signs of Safety) in our interventions (Northamptonshire Children's Trust commentary). | |
| 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% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22 | 12.2% (1,197) | 11.1% (1,191) | 12.4% (1,165) | 12.3% (1,215) | 12.3% (1,203) | 12.2% (1,197) | ↑ G | Lower is better | 10% | 5% - 15% | Performance has improved slightly to 12.2% 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. Two new emergency homes have been opened and valuing care project is progressing well. 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, Childrens Home Capital Programme application with the DfE (Department for Education) 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 (Northamptonshire Children's Trust commentary). | |
| 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 | 56.95% Mean for Northamptonshire Children's Services LAIT near Neighbours 2021/22 | 60.1% (725) | 62.7% (684) | 65.3% (678) | 62.5% (714) | 61.5% (724) | 60.1% (725) | ↓ A | Higher is better | 55% | 50% - 60% | This month has seen performance decline to 61.5%, 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 (Education and Employment team) 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 (Northamptonshire Children's Trust commentary). | |
| 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) | 93.5% (725) | 95.5% (684) | 96.0% (678) | 89.9% (714) | 95.2% (724) | 93.5% (725) | ↓ A | Higher is better | 90% | 85% - 95% | Performance for this month declined slightly to 93.5% and compares favourably with the national average of 89%. 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 (Northamptonshire Children's Trust commentary). | |
| 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 | 84.3% Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22 | 21.7% (1,091) | 36.4% (343) | 13.2% (288) | 13.0% (221) | 1.8% (111) | 35.9% (128) | ↑ G | Higher is better | 81% | 66% - 86% | February performance improved to 35.9% (early March week >70%). 128 children were presented at ICPC (Initial Child Protection Conferences) in February (high). Numbers of children who needed their 1st review in February continued to be high, after record numbers of ICPC's in late 2023. All ICPC's must fit into already busy diaries, & saturation impacts on capacity. Permanent & additional CP (Child Protection) Chair / business support recruitment has happened & most are now in post; this will impact positively on performance, but may lead to quoracy issues (partnership attendance). Strategic Partner Leads live to the possibility. Average CP Chair caseload is now more manageable- this will have a positive impact on this KPI. As additional CP Chair capacity impacts, all already out-of-time ICPC's will work through (by 22.03.24) and the KPI will then need maintenance (assuming no more 'spikes' in ICPC numbers). Multi-agency safety plans are in place for families waiting for a conference. Average no. days from strat. to ICPC in February = 27. Early RCPC's (Review Child Protection Conferences) are being pushed back (within timescales) to create additional ICPC slots. Lower numbers of conferences are late due to delayed convening requests from DAAT / Safeguarding; this is positive and managers remain vigilant. All ICPC's are tracked and referring managers are challenged to identify causes of delay and ensure individual, team or whole-service learning is addressed. DAAT managers support SW's with additional training on process, recording and requesting strategy discussions and convening conferences. | |
| Better, brighter futures | BBF28 | Number of children with a Child Protection Plan |  | Yes | 565 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22 | 689 | 714 | 755 | 659 | 648 | 689 | ↑ | No polarity | TBD | | After five successive decreases, the number of children subject to Child Protection Plans (CPP) rose by 41 to 689 children at the end of February. The caseload had steadily decreased from the three-year peak of 771 children in August 2023 to the eleven-month low of 648 children at the end of January. Overall, the cohort is a net 10.6% smaller than the average for the corresponding months of last year (681 children) but higher than the same three months of the year before (601 children). An average of 665 children have been subject to Child Protection Plans in the last three months. This is slightly lower than the average for the corresponding months of last year (681 children) but higher than the same three months of the year before (601 children). CP visits on time performance improved to 91.0% in February, the equal best result in the last 17 months. February also marked the first occasion since October that a higher proportion of visits were on time than in the corresponding month of one year ago. This month, 30 of the children in the cohort have EHC (Education Health Care) Plans, 4 are electively home educated and 3 have been absent from education for prolonged periods (Intelligent Client Function commentary). | |
| Better, brighter futures | BBF29 | Number of children in care |  | Yes | 1,050 Mean for Northamptonshire Children's Services LAIT near neighbours 2021/22 | 1,197 | 1,191 | 1,179 | 1,215 | 1,203 | 1,197 | ↓ | No polarity | TBD | | The number of Children in Need decreased for the second month and comprised 1,954 children at 29 February, 122 children less than at the three-year peak of December. Between the three-year low of 1,487 children in August 2022 and the peak of 2,076 children in December 2023, the cohort had grown by 28.4%. The cohort is 19.0% larger than in the two previous months of January. An average of 2,005 children have been in need in the last five months. This is significantly higher than the average during the same period of last year (1,601 children) and the corresponding period of two years ago (1,623 children). CIN (Children in Need) visits on time performance recovered further from the traditional dip in December to 84.1% in February, a four-month high. All but one of the last five months have produced better performance than the corresponding period in both of the last two years. This month, 275 of the children in the cohort have EHC (Education Health Care) Plans, 14 are electively home educated and 3 have been absent from education for prolonged periods (Intelligent Client Function commentary). | |

| Children's Services | | | | | | | | | | | | | | | | |
|---|---------|---|---------------------|--|---|----------------------|-------------------|-------------------|-------------------|-----------------|-----------------------------------|---|------------------|---------------------|-----------|---|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Year to Date 2023-24 | Quarter 1 2023-24 | Quarter 2 2023-24 | Quarter 3 2023-24 | January 2023-24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments |
| Learning, Skills & Education | | | | | | | | | | | | | | | | |
| 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) | 37.8% Mean for NNC Children's Services LAIT near neighbours 2021/22 | 59.9% | 66.7% | 80.2% | 51.4% | 16.3% | 10.0% | ↓R | Higher is better | Target under review | n/a | The proportion of EHC (Education Health Care) Plans issued on time decreased for the sixth successive month to 10.0% in February, its lowest level since October 2021. Performance for January was revised up to 16.3% but is still the second worst result for more than two years. The four months prior to October had seen at least 72% of EHC Plans issued on time including an all time best performance of 87.8% reported in August. While June-October 2023 represents the best run of performance so far, with results often +20 percentage points better than the corresponding period in the two preceding years, performance for January-February 2024 is well below that of the same months in the two preceding years. 1,025 EHC assessments were open at the end of February. The volume has increased for at least 11 consecutive months and has more than doubled since July of last year (511 assessments). The last three months have seen the volume increase by 374 assessments. At the end of February 2023 there were 534 assessments open. 65 EHC assessments were open and overdue at the end of February, an increase by 23 assessments since January. In the seven months prior to January, an average of 29 assessments were open and overdue. At the end of February 2023 there were 27 assessments open and overdue. The share of open assessments which are overdue increased to 6.3% in February, from 4.0%-5.1% between August and January (Children's Performance Team commentary). |
| Better, brighter futures | BBF22 | Number of children missing education (previously named 'Number of children without a school place') | | No | | 290 | 274 | 313 | 288 | 312 | 290 | ↓G | Lower is better | Target under review | n/a | A total of 290 children were missing education at the end of February 2024, 1% less children missing than last month. 40% of children missing education are in SEN (Special Educational Needs) Support/ EHC (Education Health Care) Services, 38.3% are in School Admissions and 21.7% are in EIP (Education, Inclusion and Partnership) Services. So far, August 2023 accounts for the highest proportion of children missing education (316). While the lowest proportion of children missing education was recorded in May 2023(198). An average of 271 children were missing education in the last five months (Children's Performance Team 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. | | 1,012 | 855 | 837 | 914 | 976 | 1,012 | ↑ | No polarity | N/A - Tracking | n/a | There were 1,012 electively home educated children at the end of February, marking the first occasion that more than one thousand children are home educated. 30.6% (310 children) of the cohort have been home educated for 2+ years and 21.2% (215 children) have been home educated for 1-2 years. Conversely, 16.4% (166 children) of the cohort have been home educated for 0-3 months. The number of electively home educated children increased for the ninth successive month and comprises 214 more children than this time last year. There are now 222 more children in the cohort than there were at the end of August 2023, an increase of 28.1%. By comparison, the cohort grew by 160 children, or 25.1%, between August and February last year. In Autumn Term 2023, an average of 870 children were home educated. By comparison, an average of 690 were home educated in Autumn Term 2022. The latest comparator information from the Summer Term 2023 reveals that North Northamptonshire has a much lower average number of electively home educated children than the statistical neighbours average, while the England average is comfortably lower (Children's Performance Team commentary). |
| Better, brighter futures | BBF33 | Number of children who are absent from education for prolonged periods (Previously named '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. | | 142 | 103 | 225 | 132 | 144 | 142 | ↓G | Lower is better | N/A - Tracking | n/a | 142 children had been absent from education for prolonged periods at the end of February. 75.4% (101 children) of the cohort had been absent for 0-3 months, 14.8% (21 children) had been absent for 3-6 months and 9.9% (14 children) had been absent for 6-12 months. For the first time in at least a year, none of the children had been absent for more than 12 months. The cohort has reduced by 2 children since January. However, there are 7 more children in the cohort now than there were 12 months ago and 16 more children now than two years ago. An average of 146 were absent from education for prolonged periods in Autumn Term 2023. By comparison, an average of 184 children were absent from education in Autumn Term 2022. The cohort has increased by a net 9 children since August 2023. By comparison, the cohort decreased by a net 2 children between August and February last year. Excluding September, there has been an average of 137 children absent from education for prolonged periods in the last year. The latest comparator information from the Summer Term 2023 reveals that North Northamptonshire has a much lower average number of children absent from education for prolonged periods than the statistical neighbours average, while the England average is slightly lower (Children's Performance Team commentary). |
| Better, brighter futures | BBF36 | % Education Health Care Plan Annual Reviews completed within 4 weeks of meeting | | Statutory Duty but not reported | | 58.2% | 67.9% | 58.1% | 52.2% | 48.4% | N/A reported one month in arrears | ↑G | Higher is better | N/A - Tracking | n/a | 48.4% of annual reviews were completed within 4 weeks of the review meeting in February. With the exception of the anomalous school holiday month of August, each of the last ten months have registered better performance than the corresponding period in the two preceding years. Even so, three of the last five months have seen less than half of annual reviews completed on time, while as recently as April-July 2023 at least 55% of reviews were completed on time. An average of 59.1% of annual reviews have been completed on time in the last six months, compared with an average of 32.3% of reviews completed on time in the corresponding period of 2022-23 and an average of only 3.1% in the same months of 2021-22. An average of 161 annual reviews have been completed on time in the last ten school months. Of these, an average of 121 annual reviews per month were completed on time (Children's Performance Team commentary). |
| | | | | | | 1116 out of 1919 | 462 out of 680 | 176 out of 303 | 343 out of 657 | 135 out of 279 | | | | | | |

| Finance Services | | | | | | | | | | | | | | | | |
|------------------------|---------|--|---------------------|--|---|--|--|--|--|--|---|--|------------------|----------------------------|--------------|--|
| Key Commitment | Ref No. | Description of Performance Indicator | Infographic / Chart | Statutory Reporting Required? (Yes / No) | Benchmark | Quarter 1 23-24 | Quarter 2 23-24 | Quarter 3 23-24 | Year to Date 2023/24 | January 2023/24 | February 2023/24 | Direction of Travel (since previous period) | Polarity | Target | Tolerance | Comments |
| Revenues & Benefits | | | | | | | | | | | | | | | | |
| Modern Public Services | MPS05 | % of council tax collected in the year debit raised | | Yes, reported on a quarterly basis but no target set by government | 95.97% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23) | 29.39% (YTD) 104.96% achieved of the target (28.00%) £71,233,944.18 (collected YTD) | 56.98% (YTD) 101.75% achieved of the target (56.00%) £67,038,847.66 (collected in Q2) | 84.16% (YTD) 100.19% achieved of the target (84.00%) £66,116,311.04 (collected in Q3) | 29.39% (YTD) 104.96% achieved of the monthly target (28.00%) £71,233,944.18 (collected in Q1) | 92.96% (YTD) 98.89% achieved of the monthly target (94.00%) £21,389,732.31 (collected in Jan) | 94.70% (YTD) 98.65% achieved of the monthly target (96.00%) £4,145,125.06 (collected in Feb) | ↓ (Cumulative KPI so direction of travel is based on the % achieved of the target) | Higher is better | 98% (Annual target) | No tolerance | Performance is below target, this was anticipated following system conversion at Corby and the impact of the new income management system implementation. |
| Modern Public Services | MPS04 | % of business rates collected in the year debit raised | | Yes, reported on a quarterly basis but no target set by government | 97.13% (Mean Average CIPFA Near Neighbours - LG Inform 2022/23) | 28.92% (YTD) 103.29% achieved of the target (28.00%) £47,126,437.48 (collected YTD) | 55.72% (YTD) 99.50% achieved of the target (56.00%) £42,700,607.20 (collected in Q2) | 80.88% (YTD) 96.29% achieved of the target (84.00%) £40,780,044.62 (collected in Q3) | 28.92% (YTD) 103.29% achieved of the monthly target (28.00%) £47,126,437.48 (collected in Q1) | 88.51% (YTD) 94.16% achieved of the monthly target (94.00%) £12,038,490.62 (collected in Jan) | 92.04% (YTD) 95.88% achieved of the monthly target (96.00%) £6,070,918.63 (collected in Feb) | ↑G (Cumulative KPI so direction of travel is based on the % achieved of the target) | Higher is better | 98% (Annual target) | No tolerance | Performance is below target, this was anticipated due to the cost of living issues and current economic climate, plus the impact of the Corby system conversion and the new income management system implementation. |

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EXECUTIVE 18th April 2024

| | |
|---------------------------|---|
| Report Title | The Future of Kettering Leisure Village - Options Review |
| Lead Member | Cllr Helen Howell, Executive Member for Sport, Leisure, Culture and Tourism |
| Report Authors | Kerry Purnell, Assistant Director Communities and Leisure Jonathan Waterworth, Assistant Director Assets and Environment |
| Executive Director | Jane Bethea, Director of Public 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 |
| Which Corporate Plan priority does the report most closely align with? | Active, fulfilled lives |

List of Appendices

Appendix A - Kettering Leisure Village Options Review

Appendix B – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1. On 22nd June 2023 Council considered a motion concerning the future of Kettering Leisure Village (“KLV”). Following consideration of the motion, it was resolved:

“This council values all the opportunities provided, directly or indirectly, for the benefit of residents’ health and well-being across North Northamptonshire. In particular this council welcomes the economic benefits for Kettering and the wider regional area of having a premier national conference centre, combined with public sporting and theatrical venues (commonly known as the Kettering Leisure Village, the KLV).”

The KLV's continued public and private availability on a long-term, sustainable, basis is critical to the well-being of all residents along with the wider economic prosperity of North Northamptonshire.

A business and legal case which considers the viability of stepping in needs to be urgently created and scrutinised through the formal scrutiny process before being considered by the Executive. Following which (if required) a budget should be agreed by the 3rd of July 2023.”

- 1.2. A report was approved at the Council's Executive on 3rd August 2023 which set out the position with respect to the decision of Compass Contracts Services UK Ltd (CCS) to close KLV by 3rd July 2023, subsequent actions taken by the Council, Executive and Officers, through liaison with CCS and the leaseholder of the site, Phoenix Leisure Management (PLMS), to broker an interim solution to support the site to remain open, and the considerations required to develop an options appraisal for the longer-term operation of the site. Specifically, the recommendations which were approved stated:
 - i) Note the motion approved by Council on 22nd June 2023;
 - ii) Agree to receive a comprehensive business case, including associated options appraisal and details of any agreement between North Northamptonshire Council and Phoenix Leisure Management
 - iii) Endorse the agreement in principle to agree revisions to the provisions of the lease to support the site to remain open.
- 1.3. This report details the current position in relation to Kettering Leisure Village, introduces a business case, including associated options appraisal, and sets out details of the agreements between North Northamptonshire Council and PLMS.
- 1.4. The report confirms and clarifies the legal ownership of the site and confirms that the Council's options are limited in terms of exercising control over it.
- 1.5. Finally, the report considers what, if any, potential management options are available to the Council in respect of the site, if it came back into full control of the Council.

2. Executive Summary

- 2.1. The key findings from the Options Review are:
 - The leasehold relationships confirm the Council's ability to control the site is limited to a covenant on the lease stating that the land is to be used for leisure purposes and subject to the management provisions contained at schedule 3, which include step-in rights if the Sports Area is closed for 48 hours or more, and the services subject to the grant funding agreement relating to Arena Sports and the theatre.

- The legal relationship between the Freeholder, Leaseholder(s) and operator, as set out in section 4.2. of this report, directly affects the Options Review.
- As a result of the legal relationship between the parties (the manner in which their respective legal interests arise) the Council currently has no control over the KLV site and has limited management step-in rights. The Council does not have power to direct the provider in how and what services are delivered at the site, with the exception of the covenant on the lease that the land is to be used for leisure purposes and the services subject to the grant funding agreement relating to Arena Sports and the theatre.
- The Council can only gain control over the site, if PLMS voluntarily relinquish their lease and walk away. In this circumstance the Council could negotiate a surrender of the lease however, this would be at a cost to the Council. The cost of this is currently unknown as it is dependent on a condition survey of the building and business growth and profitability at the point of sale.
- The current arrangement with PLMS, as set out in section 5.10. of this report, is a short-term solution and was entered into in August 2023. However, the indications from PLMS are that they are committed to the site and to growing the business to make it sustainable for the future.
- PLMS are not currently operating all of the site. The children's soft play and the conferencing facilities remain closed; PLMS are exploring all opportunities to bring these back into use which demonstrates their commitment to the site.
- There are no management options open to the Council under the site's current ownership, however if the Council does come into control of the site (e.g. a voluntary or negotiated surrender), then there are three management delivery options it could consider in the short term, as well as the 'Do Nothing' option
 - In-house
 - Local Authority Trading Company
 - External Contractor
- Should an option to manage the site arise (not presently available as an option) management options should be considered on a short-term basis to tie into the wider leisure portfolio and contract end dates and with the adoption of the new Leisure Facilities Strategy. KLV could, if an option to manage the site arises, be incorporated into the management options appraisal being completed in early 2025 for implementation when the current leisure contracts end in 2027/2028. For completeness these options are not available at the present time for the reasons set out in this report.

- There are advantages and disadvantages to all management options should they arise relating to cost and risk to the Council, which are set out in the Options Review. The findings of the options review confirm all operating models would create a deficit funding position in the order of £255k-£484k per annum, requiring the Council to reprioritise discretionary funding. Councillors should bear in mind that these figures are correct at the time of presenting this report. As an option to manage is not presently available these costs would need to be revised if such an option became available.
- In response to the original Council motion, following assessment of options it is not viable for the Council to take on operational control of KLV at this time due to the nature of the legal ownership of the site. Furthermore, if that were to change and the Council was in control of the site the assessment of options also confirms that it would not be financially viable as there is significant cost detriment to the Council.
- Notwithstanding the above, it remains vital the Council continues to proactively undertake its duties as landlord for an important local facility via the existing lease obligations and continues to engage proactively with the existing tenant over their future plans.

3. Recommendations

3.1. It is recommended that the Executive:

- i) Notes the position set out in this report regarding the legal ownership of the KLV site arising from the nature of the Council's and PLMS's leasehold interest;
- ii) Notes the Options Review produced by Max Associates, and that these options are predicated on the Council having full control of the site which it currently does not have;
- iii) Notes the Council is not able to take control of the site and take on the day to day running of KLV under any of the options laid out in the Options Review due to the nature of its legal interest;
- iv) Notes the recommendation in the Options Review that, should the site come back into the full control of the Council, in the short term, an external contractor would be the most sustainable solution, but also notes the subsequent budgetary pressure this would create, whilst the wider management model for the Council's entire leisure portfolio is considered.
- v) Endorses the current proactive approach of the Leisure and Asset Management teams in working with PLMS to support the ongoing business growth and development of future plans.

3.2. Reasons for Recommendations:

- The Council is not in control of the KLV site and legally has limited step-in rights to manage the facility and the obligations within the sub-underlease that require the sports facilities to remain open. Courts do not support keep open clauses and the only recourse they would consider if a breach occurred, is compensation to the landlord of any loss of income etc. This would not resolve the issue and it is not likely that any compensation awarded would fully compensate any loss, nor does it guarantee PLMS could pay such costs. PLMS has confirmed its commitment to the site and has made recent capital investment into it.
- The Council is engaging with PLMS in its capacity as Landlord to explore ways it can continue to support the sustainability of the centre, without financial detriment to the Council.
- The Council is in the process of developing a Leisure Facilities Strategy and a review of Future Management Options for the whole of its leisure estate which will report in early 2025. Any future decision regarding KLV needs to be considered in this wider strategic context.
- There are no management options as a result of the legal interests in the site. It is therefore not an option for the Council to take on the running of KLV.

3.3 Alternative Options Considered:

- The Council could approach PLMS and ask that they voluntarily relinquish their lease and all rights to the site, at no cost to the Council. Alternatively, the Council could open negotiations with PLMS to surrender their lease at a premium to the Council. Either of these two options could give the Council control of the site. These options are not recommended as the options appraisal confirms that the Council operating the site is not financially viable.
- PLMS have not shown any indication that they would wish to relinquish the lease without payment. The cost of a negotiated surrender is currently unknown as it would be dependent on PMLS bringing this option forward, a condition survey of the building and on business growth and profitability at the point of sale. For KLV, this is continuously changing and currently improving, from almost a restart position, following the threat of closure in the summer of 2023. Market value does not reflect worth to the Council, nor necessarily does the price Phoenix would accept to surrender the lease.
- Notwithstanding that the option to negotiate a surrender of the lease is a matter for PMLS to bring forward, to do so at any cost to the Council, is not recommended at this stage. However, dialogue will continue to be held with PLMS on their future plans for the site, in particular how the tenant will ensure investment in the asset is secured to safeguard any financial risk to the Council of dilapidations and ensure the preservation of the asset.

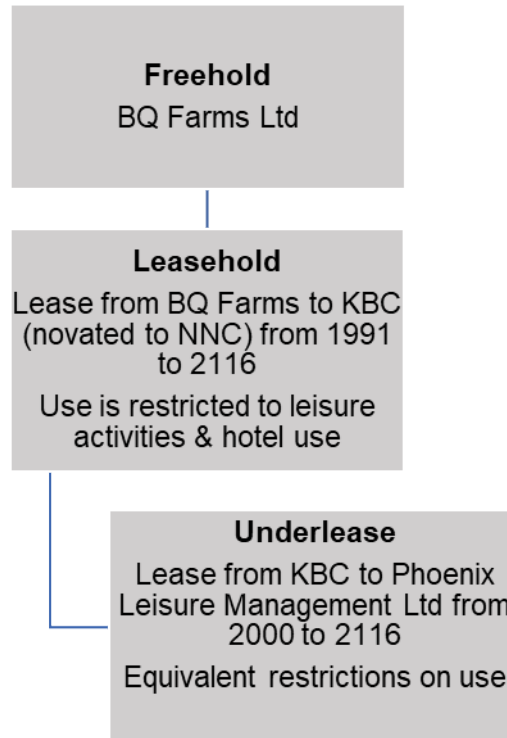
Whilst both of the above represent the conditions under which the Council could have control of the site, neither are viable options for the Council.

4. Report Background

- 4.1. Leisure is a discretionary service for the Council, and whilst in passing the motion councillors signalled strong support for KLV and the benefits it derives for the community, the options can only be considered in terms of the legal ownership documents that underpin the site. Furthermore, the financial position of North Northamptonshire Council has moved on since the motion was passed. Alongside the legal ownership constraints there are a number of cost considerations for the Council associated with any additional involvement with KLV. Therefore, the viability of such a proposal must be fully assessed in order that the impact on the Council, where it fits with the overall leisure strategy the cost to residents of North Northamptonshire as Council Taxpayers, can be understood.
- 4.2. KLV was built in 1991/92 replacing an ageing leisure centre provision in the town, intended to be a regional venue for events, and provide leisure opportunities. It originally contained a leisure pool and a skating rink (replaced with a gym area and a creche) and contains sports halls, conference facilities, meeting rooms, three bars, and the ability to provide a concert venue in the main hall. One of the sports halls was converted into a 500-seat theatre in 2006. Outdoors, there is a beach volleyball facility which replaced an earlier tennis bubble. The leisure space includes 12 badminton courts and 4 squash courts, but these are multi-functional spaces usable for other sports. England Volleyball have their national training centre located at KLV.
- 4.3. As part of the above development, in 1991 Kettering Borough Council was granted a lease for the KLV site by BQ farms Limited, (the Freeholder), for a term of 125 years at a peppercorn rent. This lease expires in 2116 and restricts use of the site to various leisure activities, conference facility, hotel and theatre. The lease from BQ Farms required the Council to construct a leisure complex on the site within 5 years of the lease completion date, and thereafter to repair and maintain and renew in good and substantial condition. The Council is required to return possession of the site to BQ farms in the state in which the lease requires it to be kept.
- 4.4. In 2000 Kettering Borough Council granted an underlease of KLV to PLMS by way of a co-terminus lease expiring in 2116, at a peppercorn rent. This lease mirrors the permitted use of the Council's headlease, and repair obligations to keep the site in good and substantial repair and the requirement to return possession of the site to BQ farms in the state in which the lease requires it to be kept. Whilst this cascading of responsibilities to the PLMS mitigates the Council from direct repair obligations to their landlord it does not reduce the Council's liability for their repair obligations. The law surrounding dilapidations is complex, and so it is vital the Council continues to proactively engage with PLMS on its obligations. The lease to PLMS also provides positive obligations on the tenant to operate and manage the sports facilities (including the theatre), including the provision to keep the facilities open to the public. These obligations

do not include other elements of the building, such as the gym and conferencing facilities.

4.5. The ownership arrangements of the site are detailed below:



4.6. Ownership of the whole site and buildings, by way of the 2000 lease, currently sits with PLMS until 2116, at which point the responsibility reverts to the Council as leaseholder, and subsequently to the freeholder BQ Farms. The Council does not have control of the site as a result of the 2000 lease but given the obligations placed on NNC by their covenants within the 1991 lease, the Council must work proactively with PLMS to mitigate any repair obligations and other lease covenants, thereby avoiding a breach of the Council's covenants.

4.7. There is a management performance arrangement for parts of the site, (sports hall and theatre) which provides grant funding from the Council in return for PLMS undertaking certain services. Consequently, the use is regulated by the lease, planning policy and the Council's monitoring of the management schedule. The services monitored only applies to the sports hall and theatre. They do not include other elements of the building, such as the Balance Health Club/gym, conferencing facilities and soft play area, which the Council has no involvement in.

4.8. Due to the requirement in the lease to keep the sports facilities open, the Council provides an annual grant to support the sports facilities as well as a smaller grant for the theatre, in 2023/24 the grant totals £357k. The grant increases annually in accordance with the Retail Price Index.

- 4.9. PLMS granted a sub-underlease of KLV to CCS in 2017 for a term of 15 years, paying a commercial rent, as reflected in the diagram at 4.5. above.
- 4.10. In April 2023, North Northamptonshire Council was made aware that CCS intended to close the KLV site at the end of May 2023, stating that it was no longer financially viable to operate.
- 4.11. The Council values KLV as one of the area's premier leisure venues and is committed to supporting the operator and considering any options to support the ongoing delivery of sport, physical activity, theatre and health services.
- 4.12. Following proactive intervention by the Council's Executive, CCS agreed to continue to manage the site until September 2023, in order to give the Council and PLMS time to find a solution to keep the venue open after September 2023.
- 4.13. As set out in the August 2023 Executive report, legally, the Council has limited management 'step-in' rights to the sports arena, and these only arise if the venue closes for a minimum of two days and does not give the Council control of the premises. However, should the leaseholder then decide to step back in and manage the site again, the Council, if it had stepped in, would have no option but to remove itself from the centre. Therefore, the Council stepping in is not an option.
- 4.14. There are obligations within the sub-underlease that require the sports facilities to remain open, but these are difficult to enforce due to the length of the lease. Consequently, with CCS withdrawing from the sub-lease, PLMS take ultimate responsibility to ensure that the sports facilities remain open.
- 4.15. Since September 2023, PLMS has operated the centre directly with existing staff transferring under TUPE. This was following a two-year concession agreed by the Council to relax the stay open obligations for the sports arena. It is understood PLMS intend to keep the conference facilities closed but will keep this under review. This concession is due to end in September 2025, at which point the lease terms revert to the original obligations. Discussions with PLMS continue to progress in relation to the impact of the lease terms reverting and what if any further requests may be sought from the Council.
- 4.16. It is therefore important for the Council to understand if there are any potential management options for the site. Presently as set out in this report there are no management options available to the Council. Options only arise **if the site comes back into Council control**.
- 4.17. In August 2023 the Executive agreed to receive a comprehensive options appraisal which would set out:
- Current use of the site and draft profit and loss operating figures.
 - The different operating models available, including in-house delivery, procuring alternative leisure providers and community led models, and their relative merits.
 - Opportunities to link the facility with the wider public services need, including public service partners.

- Any other projected associated costs to the Council
- 4.18. It is not possible to review these options as being currently available to the Council as set out in this report. However, this report has considered the Options Review in the context of any key risks and implications the Council would be exposed to, and of the Council's statutory and fiduciary responsibilities, should KLV come back into the control of the Council. It is important to note however that these options are reflective of current market conditions, and these would need to be reviewed based on conditions and factors relevant at that time should there be a change in circumstances.
- 4.19. The report does not propose that the Council takes proactive steps, at this time, to take control of the site nor to take on the day to day running of the site, as it is not possible to do so for the reasons set out herein.

5. Issues and Choices

- 5.1. Following the Council motion, Max Associates were appointed to undertake the Options Review. The review must be considered in the context of the options not being available at this time for the reasons set out herein. The methodology for completing the review, and the resultant report at **Appendix A**, comprises:
- Background and current context, including current use of the site;
 - Strategic review of national and local priorities, aligned to the work on the Active Communities Framework and how KLV can contribute to it;
 - Overview of the Council's leisure provision and how KLV fits into this;
 - Current performance review of KLV, benchmarking against industry standards and the current leisure market;
 - How KLV could fit into the wider, longer term management options appraisal being undertaken for all of the Council's leisure provision due to be completed in early 2025;
 - Shorter term considerations for KLV in the context of the longer-term view;
 - The potential management solutions for KLV in the medium term and the advantages and disadvantages and risks associated with each;
 - Estimated financial impact for each management option, against the current operations including potential costs to the Council;
 - An overview of the likely service delivery each option will offer;
 - Potential implementation timescales and set up costs.
- 5.2. The options review is based on the Council being in control of the site which at the present time it is not. The options set out within the review are therefore not applicable or available to the Council at this time.
- 5.3. The Options Review has been considered within the wider strategic context and the development of a wider Leisure Strategic Framework. The Council is currently developing its vision, commitment, and priorities for the future of Leisure Services for North Northamptonshire and has undertaken a series of engagement workshops with the community, national governing bodies for sport, local sports clubs, schools, facility users, stakeholders and the wider

community to ensure that everyone has been able to contribute to this important piece of work.

- 5.4. A robust supply and demand report is being undertaken to identify the facilities currently available for community use, whether there is any shortfall or overprovision and investigating future opportunities there are to improve and invest in leisure across North Northamptonshire.
- 5.5. This work will help inform the development of the Council's Active Communities Framework which will have Leisure facilities and Playing Pitch Strategies forming key elements to this work. This work is anticipated to be completed by March 2025. The proposed business case regarding KLV will inform the Active Communities Framework.
- 5.6. As part of the Active Communities Framework, Max Associates will be completing a management options appraisal for the whole of the Council's leisure centre portfolio. This piece of work will report in the early part of 2025.
- 5.7. Following the Council being informed on 27th April 2023 of the intention to close KLV and, given the importance of finding a solution that avoided the closure, the Executive and Council Officers at that time, worked proactively with both CCS and PLMS, along with other stakeholders, to broker a temporary solution. Between the date of the Council motion being passed on 22nd June 2023, and the report being brought to Executive in August 2023, an in-principal solution between all parties was agreed.
- 5.8. That solution saw CCS surrender their sub-underlease to PLMS at the end of August 2023, after a two-month handover period. PLMS have since then been operating KLV, in accordance with the terms of their lease with the Council.
- 5.9. To enable the above transfer and to support PLMS stepping in to operate KLV and reduce the likelihood of its closure, the Council agreed to a two-year temporary amendment of the obligation on PLMS to use best endeavours to stay open, requiring PLMS to use reasonable endeavours to keep the sporting facilities open.
- 5.10. In practice this change means PLMS need to take all reasonable steps available to it to keep the sporting facilities open but would not be expected to sacrifice its commercial interests in doing so. This is a standard that is agreed in most commercial leases in respect of the obligations on our tenants, and a typical expectation of a Court. The concession is personal to the PLMS (i.e. it cannot be assigned to another party) and so is satisfactory in terms of best value obligations on the Council. As the concession has revised existing terms, it was agreed under a delegated decision in August 2023. The agreement is binding between the parties, and any further change would require agreement from both parties.
- 5.11. Councillors should note that, despite this obligation being in place, the tenant could choose to close the centre if it is unviable. As set out in paragraph 4.13. above legally, the Council has limited management 'step-in' rights, in this scenario, unless the venue closes for a minimum of two days. However, even

in this situation, should the leaseholder then decide to step back in and manage the site again, the Council, if it had stepped in, would have no option but to remove itself from the centre. Therefore, the Council stepping in is not an option under the current lease arrangements.

- 5.12. Whilst the solution outlined in 5.9 and 5.10. above does not permanently secure the future of KLV or prevent its closure, it prevented the immediate closure of the building, and has provided time for the Council's tenant to consider other operators it may wish to work with, and for the Council to undertake the Options Review which is the subject of this report.
- 5.13. The Council is not currently in a position of direct control, such that it can take on the long-term management of KLV, with the site being in control of the Council's tenant PLMS.
- 5.14. The KLV site is run independently as a commercial operation. Taking on the responsibility for running such an enterprise would risk setting a precedent for the Council and would not be financially prudent.
- 5.15. Whilst the Council has limited control over Phoenix assigning the lease in its entirety, it has some control on subletting to another third party. These controls are found in the lease and regulated by landlord and tenant laws. At this time PLMS has not given any indication to the Council that it is considering a sub-let of all or part of the site. Should it do so then the lease allows for assignment to another party and that the Council's consent cannot be unreasonably withheld.
- 5.16. Should the Council obtain control of the site in the short term e.g. through a voluntary surrender of the Phoenix lease, then, as set out in the Options Review, it has the following options for delivery of services in the short term:
 - **Do nothing**
 - **Manage the site and its services in-house:** the services are delivered through direct management of facilities through Council employed frontline staff.
 - **Procure an external contractor** (with management contract and services specification, similar to existing arrangements with Freedom Leisure and Places Leisure): the Council would retain strategic control of the service and outcomes via its service specification. The responsibilities of each of the parties are defined within a contract. Specifications are output based, with the contractor providing method statements which form part of the contract, detailing their approach to achieving the specification requirements and performance outcomes.
 - **Establish a Local Authority-Controlled Company (LATC)** to manage the site: The Council would establish an 'arm's length' organisation to run the facilities and services on its behalf.

- 5.17. It is important to recognise that the options set out above are only possible if the Council is in control of the site which presently it is not. It is also possible that the current leaseholder could implement one of the following options, which are outside of the Council's control:
- PLMS decides to continue operating the site beyond the interim agreement and the terms of the lease are re-negotiated. Under this option the Council could look to remove the current management schedule and implement a new Service Level Agreement, which could work in a similar way to existing leisure management contracts it has for other sites it owns. The Council would need to vary the lease to ensure that if there was a breach of the SLA and it was terminated, the lease would also end, otherwise the Council would be in a similar situation with no control over the premises other than enforcing the SLA.
 - PLMS walks away from the lease (i.e. goes into administration). It is possible that administrators would surrender the lease to North Northamptonshire Council, however they would be in control of the premises during the period of administration and could decide to assign the lease. The consent of NNC would be required in this situation however this cannot be unreasonably withheld. The Council would also inherit the building in its current condition, which is a risk that the Council would need to manage
 - The lease could be sold on by PMLS (assign the lease to another person/company), this cannot be done without the Council's permission, although this is fully qualified, and the Council cannot unreasonably withhold consent.
 - The leaseholder could bring in an established leisure operator to run the venue for a rental income (similar to the previous agreement with CCS).
- 5.18 The Council's other leisure management contracts end in 2027/28 and a management options appraisal for these contracts will be completed in the Autumn of 2024. If KLV were to come back into the Council's full control prior to this date, then it would need to be considered alongside the other contracts as part of the wider appraisal.
- 5.19. Consequently, the solutions outlined above in paragraph 5.18. and evaluated in the Options Review, are only available **if the site came back into Council control**.
- 5.20. Should the site come into the Council's control, for each of the options, in-house management, external contractor commissioned by the Council and Local Authority Trading Company an assessment is made in the Options Review against the following criteria:
- Delivery model description and characteristics assessed against ability to deliver local strategic outcomes; quality of service and customer

satisfaction; facility management and operational risks; staffing implications and the Council's influence and control;

- advantages and disadvantages of each model
- risks associated with each model;
- revenue impact of each model;
- timescales and set-up costs for each management model

- 5.21 All three options would result in additional projected operating costs up to £484,000 to the Council, over and above the current £357,362 grant provided. The option that would incur the least additional cost is the procurement of an external contractor, at an estimated £254,857. Councillors should not that these are the projected costs at this time and the actual costs may differ at the time the circumstance arises.
- 5.22. These financial projections are based on the financial information relating to the trading position of Compass (for the current facility mix) and the fact that the site was operating at a trading loss. Financial performance information from PLMS is not yet available given the trading company has only been operating the site since 1st September 2023.
- 5.23. In addition to these extra operating costs the Options Review provides estimated mobilisation costs for each option. An LATC could cost the Council £476,000 to set up. Procurement of an external provider and transferring to in-house delivery will incur internal staff, project and management costs but are likely to be subsumed within existing corporate resources, other than any requirement for additional condition surveys.
- 5.24. None of these additional costs have been budgeted for in 2024-25 given that the Council does not have control of the site. If control was handed to the Council i.e. it had absolutely no choice, even the option to procure an external provider is not financially viable for the Council at this time.
- 5.25. The highest risk would rest with the Council with the option of an in-house delivery model, largely due to higher staffing costs and the least risk with the procurement of an external contractor.
- 5.26. Both procurement of an external contractor and setting up of an LATC will take at least 12 months lead in time. Transferring the site to in-house delivery has the least lead in time at circa 6 months.
- 5.27. The projected costs are based on assumptions made and relevant at the time of presenting this report and are subject to fluctuation. The projected costs also assume continuation of the current facilities in their current form. It is expected that all of the management options above would look to develop the facility and there are opportunities to improve the financial position as a result. However, different operators have varied experience and therefore may recommend a number of different solutions that are not possible to predict at this stage. Consequently, the forecast for the management options is seen as a 'base' position. There are opportunities to grow the conferencing and events

side of the business again and, for example, to improve and re-open the children's soft play facility.

- 5.28. The timescales and set up costs outlined above are also based on the Council having sufficient notice to undertake standard procurement procedures for a short-term solution that would then tie into the end date of the other Council leisure contracts (2027/28).
- 5.29. The Options Review also details the solutions open to the Council should PLMS choose to surrender or sell the lease with a limited notice period and the Council therefore requires a quick management solution to avoid any site closures. These options are:
- **Do Nothing**
 - The Council **directly manages the service**
 - The Council makes a direct award to an **operator to manage the service** for a short-term period (2-3 years), whilst the Council assesses and agrees the long-term management solution and, if applicable, procures a new operator.
- 5.30. The strengths, weaknesses and risks of the in-house and external contractor options identified in sections 6 and 9 of the Options Review still apply under the emergency arrangement. However, with the external contractor taking the contract on at short notice, it is likely that the commercial terms and conditions would be on an open book basis with the fees including a 'management fee' and 'support service' cost in the region of 8% - 10% of turnover. Therefore, more risk would stay with the Council compared to the contract award goes through a full procurement process.
- 5.31. Informal, confidential, generic operator feedback on other contracts has indicated that there are organisations who have the capacity to take on a short-term contract at short notice.
- 5.32. If KLV were to come under Council control, then the longer-term management model should be reviewed alongside the Council's other leisure facilities. The reasons for this are:
- The Council can ensure the services are delivered across the whole portfolio to a set of minimum requirements;
 - Greater economies of scale can be achieved with a larger contract should the decision be for an out-sourced model;
 - Consistency in quality-of-service delivery across all leisure venues in the Council area, should an in-house model be chosen.
 - Programming can be developed that maximises capacity and use across all centres;
 - Pricing will be consistent across all centres, maximising accessibility;
 - The Council can ensure investment is consistent across all leisure venues.
- 5.33. This piece of work will also consider other longer term management solutions for KLV, such as Community Asset Transfer or long lease. This is a similar

arrangement to the current arrangement; however, any future lease would be structured differently and be coterminous with a service contract with greater influence on areas such as community outcomes.

- 5.34. It should also be noted that PLMS are determined and are working extremely hard to rebuild the business at KLV. This has resulted in over £250,000 of capital investment in the site over recent months which has included:
- Replacement of 30 fire doors and major repairs to existing doors;
 - Repaired and replaced all faulty smoke dampers;
 - New scoreboard installed for sports hall;
 - Investment in new gym equipment and refurbishment for the Balance Health Club

6. Next Steps

- 6.1. Officers will continue to work with PLMS to ensure KLV remains open and providing valuable services to local communities.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The original underlease committed the Council to make an annual contribution towards the cost of operation, promotion and management of the sports facilities, at that time at a cost of £153,777, and has been adjusted each year to reflect inflation.

7.1.2. The Council currently pays in excess of £300,000 per annum (£328k forecast for 2023/24) towards the Sports Facilities and £30,000 towards the theatre.

7.1.3. In order to understand the financial impact of each management model set out in the Options Review, there are key areas where income/expenditure differs that can be assessed with confidence, these include:

- Each model needs further assessment in relation to the Medium-Term Financial Plan, the impact on revenue and capital budgets;
- VAT relief and irrecoverable VAT;
- Business rates (NNDR) relief;
- Staffing terms and conditions;
- Central cost allocations;
- Profit/surplus;
- Commerciality on fitness and swimming income.

7.1.4. The potential revenue position of each management model has been based on information provided by operators of the site in confidence. The assumptions made by Max Associates in projecting the potential operating costs for each management model against the current operations are included in [Appendix 2](#) of the Options review.

7.1.5. It is expected that the external contractor will require the lowest Council subsidy., but even this results in additional cost to the Council of £255,000 which is not financially viable for the Council.

7.1.6. Projected Operating Costs for each Management Model are shown below:

| | In-House | External Contractor | LATC |
|--|-------------------|---------------------|-------------------|
| Balance (Health & Fitness) | £1,132,608 | £1,132,608 | £1,132,608 |
| Arena | £316,780 | £316,780 | £316,780 |
| Theatre | £422,225 | £422,225 | £422,225 |
| Conference Centre | £680,787 | £680,787 | £680,787 |
| Total Income | £2,552,400 | £2,552,400 | £2,552,400 |
| Payroll | £1,276,200 | £769,928 | £769,928 |
| Management/Admin/Overhead | £109,356 | £109,356 | £120,292 |
| Cost of Sales | £260,733 | £247,696 | £260,733 |
| Departmental Costs | £320,591 | £320,591 | £320,591 |
| Utilities | £816,162 | £816,162 | £816,162 |
| Business Rates | £169,984 | £33,997 | £33,997 |
| Insurance | £52,904 | £52,904 | £52,904 |
| Maintenance | £208,848 | £208,848 | £208,848 |
| Other Costs - incl. Irrecoverable VAT | £439 | £239,434 | £239,434 |
| Operational Expenditure | £3,215,217 | £2,798,916 | £2,822,888 |
| Central Support Costs (HR, finance etc.) | £178,668 | £127,620 | £255,240 |
| Surplus/Profit | £0 | £102,096 | £51,048 |
| Total Expenditure | £3,393,885 | £3,028,632 | £3,129,176 |
| Deficit | £841,485 | £476,232 | £576,776 |
| NNDR Relief - Cost to Council | £0 | £135,987 | £135,987 |
| Total Cost to Council | £841,485 | £612,219 | £712,764 |
| Current Grant Payment | £357,362 | £357,362 | £357,362 |
| Increased cost to NCC | £484,123 | £254,857 | £355,402 |

7.2. Legal and Governance

7.2.1. Whilst the lease granted to PLMS contains a step-in right for the Council to manage the facility, this is only a short-term provision, requiring the sports facility and theatre, to close first, and does not include the rest of the site and does not provide a long-term sustainable option. The Council would not have

control of the premises. To take control back PLMS would have to agree a surrender of the lease.

- 7.2.2. There is a legal framework governing the procedures and principles for the award of public contracts (for goods, works and/or services), which fall within the scope of the rules and exceed specified financial values. Accordingly, the public procurement regime needs to be considered in the options analysis for the future delivery of the facilities.
- 7.2.3. The Council has a duty of best value and therefore it must ensure that it receives this when considering management options for KLV, both in the short term if it were to obtain control of the site and in the longer term.
- 7.2.4. Decisions must be rational and reasonable considering all the facts in the case. If a decision is made that does not consider all facts and implications for the local authority, then it will be subject to challenge, legal and/or financial. It is clear from recent well publicised examples of poor governance in local authorities that just because a Council can do something does not mean that it should.
- 7.2.5 In making decisions Councillors must ensure that they consider the circumstances and relevant information presented to them as decision makers; this supports rational and reasonable decision-making having consideration of the facts in the case. Where a decision is made that does not consider all facts and implications for the local authority, that decision may be subject to challenge, legal and/or financial. Recent examples of poor governance have highlighted the importance of this in decision making.

7.3. **Relevant Policies and Plans**

- 7.3.1. Working towards solutions that keep KLV open in the immediate and longer term support the Council's corporate plan priorities and key commitments:
- Active and Fulfilled Lives: improve the accessibility and use of leisure culture and sport;
 - Thriving Places: strengthen the cultural identity of towns. Villages and rural communities;
 - Connected Communities: respect, empower and engage our communities; listen to our communities and give them a greater say in the future of their areas.

7.4. **Risk**

- 7.4.1 The risk matrix below highlights some of the key risks that the Council will need to consider in the future management model for KLV. Each risk has been given a red, amber or green rating, based on whether the risk will remain with NNC.

Red – All risk remains with the Council

Amber – Some risk can be transferred, NNC has reduced risk

Green – Risk can be transferred, least risk posed to NNC

| Risk to NNC | In-House | LATC | External Contractor |
|--|--|---|--|
| Achieving income projections | All risk with Council | If it fails risk ultimately sits with the Council | Income risk transfers to operator, but in a major event e.g. Covid or energy price increases, operators will seek support from Council |
| Managing operational expenditure | All risk with Council | If expenditure exceeds projections and financially the LATC fails risk ultimately sits with the Council | Some expenditure risk transfers to operator |
| Utility tariff | All risk with Council | All risk with Council | All risk with Council – any leisure contract procured would need to have an energy benchmarking clause |
| Utility consumption | All risk with Council | LATC can take consumption risk although note above risk on expenditure | Operator will take consumption risk for the duration of the contract, if costs change as a result of increased consumption the operator would absorb this cost – this would all need to be covered within the energy benchmarking clause of any contract |
| Repairs and Maintenance liability | All risk with Council | Likely to take responsibility for day-to-day maintenance, replacement likely to be Council responsibility | Will take responsibility for day-to-day maintenance, but would not accept full-repairing lease on older buildings and any replacement would be the Council's responsibility |
| Long term financial planning | Budget set year on year and may be subject to reductions with changing priorities of council or central government | Typically funding agreed for short term 3-4 years | Whether payable to or from the Council the management fee is guaranteed for the contract period (subject to contract conditions) |
| Services are delivered in line with | Locally focused and ability to work better across departments, | Can set out requirements, outcomes and KPI's | Can set out requirements, outcomes and KPI's within services |

| | | | |
|-----------------------------|--|---|---|
| strategic priorities | direct control of services | within services specification | specification but typically are more corporate in their approach. Any change in Council priority may have a cost if it significantly changes the original service specification |
| Pandemic Risk | All risk with Council | Will require specific clauses, with risk remaining with council | Will require specific clauses, with risk remaining with council |
| Pensions | All risk with Council. Currently no staff are in the LGPS, however any transferring staff would be eligible to transfer into the LGPS. | Will not accept risk associated with LGPS contributions, however no current staff are in the LGPS, therefore limited risk to the Council | Will not accept risk associated with LGPS contributions, however no current staff are in the LGPS, therefore limited risk to the Council |
| NNDR | Full NNDR payable, therefore no risk of losing relief | Risk on loss of NNDR likely to remain with Council | Risk on loss of NNDR likely to remain with Council |
| VAT Relief on income | Leisure income treated as 'non-business' – minimal risk of change | Risk on loss of VAT Relief likely to remain with Council | Risk on loss of VAT Relief likely to remain with Council |
| Council reputation | Council has full control of service and PR | If unsuccessful it could harm Council reputation | Council has control over service delivery through specification/contract. If they underperform it would cause issues for the council |
| Staffing Costs | All staff transfer to NNC terms and conditions which will be more expensive. Higher pension contribution rate for all staff. | Staff will remain on current terms and conditions. New staff terms and conditions will be comparable to current, can be more commercial than in-house management but need to be acceptable to the Council | More commercial approach, staff transfer on current terms and conditions, new staff terms and conditions will be comparable to current |

7.4.2. The failure of leisure providers funded or commissioned by the Council due to rising costs, is already recorded in the Communities and Leisure risk register.

7.4.3. The reaction to the announcement by CCS of the proposed closure of KLV during 2023, from site users, stakeholders, businesses and the wider community demonstrated the importance of KLV. As such there is a risk to the reputation of the Council should the site be at renewed risk of closure.

7.4.5. The Council is not currently in a position of direct control of the site, such that it can take on the long-term management of KLV, with the site being in control of the Council's tenant PLMS.

7.5. **Consultation**

7.5.1. Whilst there has not been any formal public consultation into the recommendations in this report, as information remains commercially sensitive, there has been engagement with the KLV Support Group by Max Associates and along with discussions with PLMS strategic managers and site managers at KLV.

7.6. **Consideration by Executive Advisory Panel**

7.6.1. This issue has not been considered by an Executive Advisory Panel as it is not a policy or strategy.

7.7. **Consideration by Scrutiny**

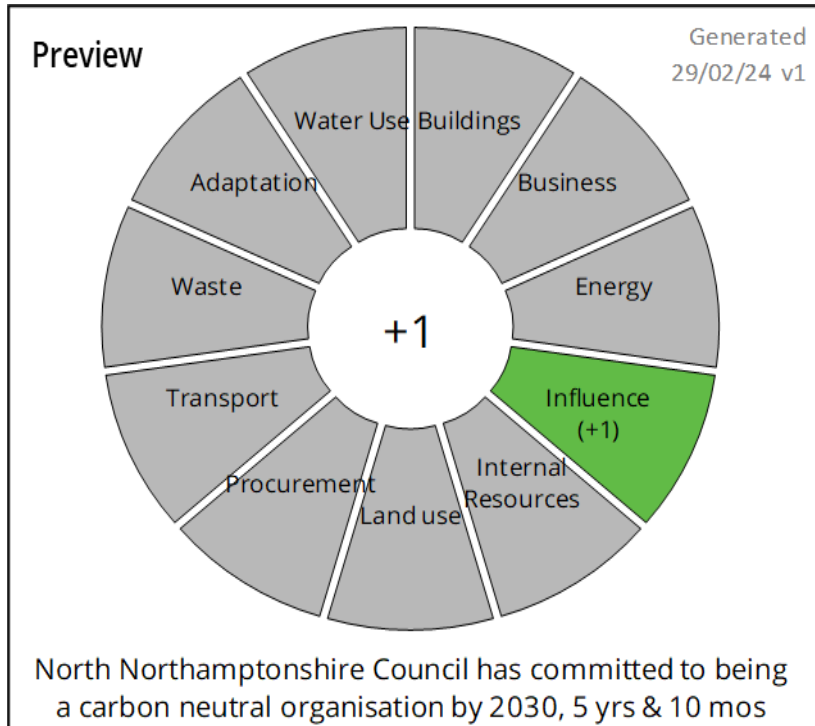
7.7.1 This issue was considered by the Place and Environment Scrutiny Committee on 25th March 2024. In addition to the recommendations set out under section 3 of this report, the Scrutiny Committee wished to emphasise the great importance of KLV to the local community, that PLMS should be encouraged to engage with their users, Ward Members, town and parish councillors and other local stakeholders and further recommends to the Executive that the viability of the Council being able to run the site be reviewed, at regular intervals, based on up-to-date financial and other relevant data from PLMS.

7.8. **Equality Implications**

7.8.1. No Equality Assessment has been undertaken as no change to the current lease and operational arrangements at KLV are being recommended at this stage.

7.9. **Climate and Environment Impact**

7.9.1. A climate change impact assessment has been undertaken (**Appendix B**) and a positive benefit from influence the Council has through communication and engagement with the current site operators / leaseholders influence on their energy and building efficiency can be brought to bear through routine grant monitoring arrangements.



7.10. Community Impact

7.10.1. The community support for KLV was evident in the volume of correspondence the Council received as a result of the threat of closure in 2023. Comments received highlighted the impact closure would have on physical health, mental health and wellbeing of users, and particularly residents who are less able, elderly and recovering from illness or injury; and on the local economy which benefits from visitors to the theatre and the wider site.

7.10.2. The agreed interim solution which has kept the site open has had a positive impact on these issues, and finding a longer-term solution would fully address them.

7.10.3. The site will only continue to grow as a viable business if it is well-used by local residents, visitors and the wider North Northamptonshire community.

7.11. Crime and Disorder Impact

7.11.1 None identified.

8. Background Papers

8.1 Report to the Executive dated August 2023.

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KETTERING LEISURE VILLAGE Options Review - DRAFT

2024



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1. Background and Context

1.1. Ownership and Management

- 1.1.1. Kettering Leisure Village (KLV) is leased from the landowner (Boughton Farming Ltd) by North Northamptonshire Council (NNC), in an arrangement inherited from the former Kettering Borough Council. Phoenix Leisure Management have a 116-year lease with North Northamptonshire (93 years remaining) for the site. There is a management performance arrangement for part of the site, which provides grant funding in return for the tenant undertaking certain services. Consequently, the use is regulated by the lease, planning policy and the community services monitoring of the management schedule, the services monitored only applies to part of the site.
- 1.1.2. In April 2023, North Northamptonshire Council was made aware that Compass Contract Services (UK) Limited intended to close KLV at the end of May 2023, stating that it was no longer financially viable to operate.
- 1.1.3. Following dialogue with the Council, Compass agreed to continue to manage the site until September 2023, in order to give the Council and Phoenix Leisure Management time to find a solution to keep the venue open after September 2023.
- 1.1.4. Legally, **NNC has limited service management 'step-in' rights**, unless the sports arena part of the venue closed for a minimum of two days. However, should the leaseholder then decide to step back in and manage the site again, the Council, if it had stepped in, would have no option but to remove itself from the centre. Therefore, the Council stepping in is not a long-term solution/option under the current lease arrangements.
- 1.1.5. There are obligations within the sub-underlease that require the sports facilities to remain open, but these are difficult to enforce due to the **length** of the lease. Consequently, with Compass Contract Services withdrawing from the sub-lease, Phoenix Leisure Management take ultimate responsibility to ensure that the sports facilities remain open.
- 1.1.6. Due to the requirement to keep the sports facilities open, **NNC provide an annual grant** to support the sports facilities as well as a smaller grant for the theatre, in 2023/24 the grant totals £357k.
- 1.1.7. Since September 2023, PLMS has operated the centre directly with existing staff transferring under TUPE. This was following two-year concession agreed by the Council with respect relaxing the stay open obligations for the sports arena. It is understood PLMS intend to keep the conference facilities closed but will keep this under review. This concession is due to end in September 2025, at which point the lease terms revert to the original obligations.
- 1.1.8. As part of the agreement of Phoenix Leisure Management taking on operations, they plan to keep the conference facilities closed. There is some recourse in the lease to keep it open, however, relaxed under the two-year concession and in any event enforcement is protracted and a costly option for the Council.
- 1.1.9. It is understood that Phoenix Leisure will manage KLV directly for the next two years. The overarching company, Phoenix Leisure, is not a leisure specialist but an investment firm whose Directors' responsibility is to return value to shareholders.
- 1.1.10. It is therefore important for the Council to understand the potential management options for the site should the site come back into Council control. The purpose of this report is to consider these options.
- 1.1.11. For the Council to have control over the centre and services delivered from it, legal and assets would need to confirm the full range of options to the Council and negotiations are ongoing. One option may be a surrender, negotiated between Phoenix Leisure and the Council.

1.1.12. The Council has limited control over Phoenix assigning the lease in its entirety, but some control on subletting to another third party. These controls are found in the lease and regulated by landlord and tenant laws.

1.1.13. Should the Council obtain control of the site e.g. a surrender of the Phoenix lease, then it has the following options for delivery of services in the short term:

- Manage the venue in-house
- Procure an external contractor (with management contract and services specification, similar to existing arrangements with Freedom Leisure and Places Leisure)
- Establish a local authority-controlled company to manage the site

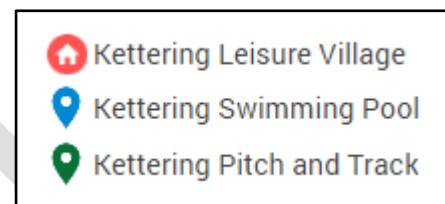
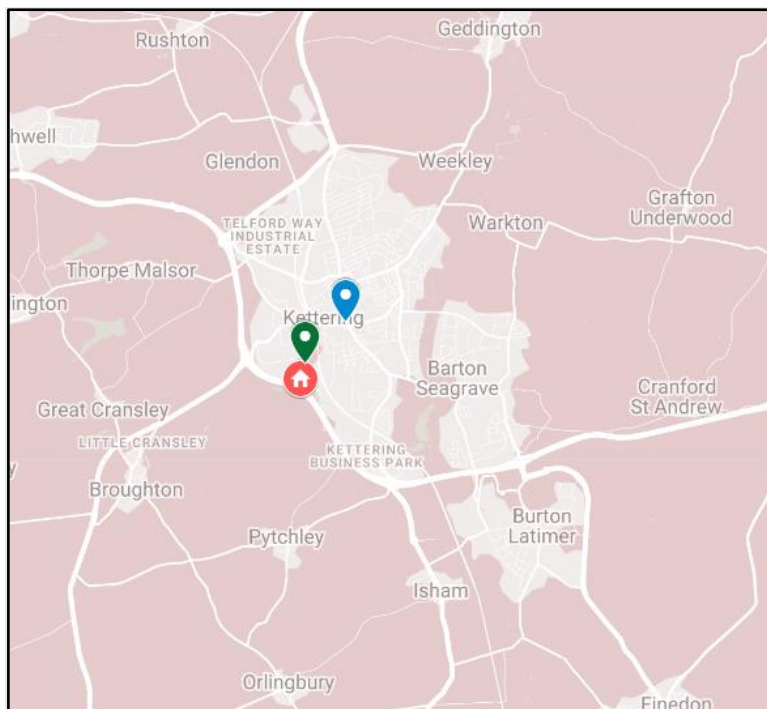
1.1.14. It is important to recognise that the options set out above are only possible if the Council is in control of the site. It is possible that the current leaseholder could implement one of the following options, which are outside of the Council's control:

- Phoenix Leisure decides to continue operating the site beyond the interim agreement and the terms of the lease are re-negotiated. Under this option the Council could look to remove the current management schedule and implement a Service Level Agreement, which could work in a similar way to existing leisure management contracts it has for other sites it owns.
- The leaseholder walks away from the lease (goes into administration) – It is likely in this scenario that the lease would revert back to North Northamptonshire Council, however there is a possibility administrators could put the lease up for sale. The Council would also inherit the building in its current condition, which is a risk that the Council would need to manage.
- The lease could be sold on (assign the lease to another person/company) – this can be done without the Council's permission.
- The leaseholder could bring in an established operator to run the venue for a rental income (similar to the previous Compass arrangement).

1.2. Location and Facility Mix

1.2.1. KLV is situated to the south of Kettering town centre. It is well placed with easy access to Junction 8 of the A14 as well as being surrounded by residential areas. It is opposite Kettering Pitch and Track and is in close proximity to primary and secondary schools. Kettering Golf Club is located on the other side of the A14 to KLV.

Map 1 – Kettering Leisure Village Location



1.2.2. KLV has an extensive facility mix, set out in the table below.

Table 1 – KLV Facility Mix

| Facility Area | Facility Mix |
|---|---|
| Sports Facilities – Fitness (Balance Health Club) | Gym 2 x Studios Spin Studio Swimming Pool – 12m x 10m Jacuzzi, sauna and steam room |
| Sports Facilities - Other | Sports Hall – 12 courts 4 squash courts (glass-backed) |
| Lighthouse Theatre | 567 seat main auditorium 5 x dressing rooms separate reception area (shared with conference facilities) |
| Conference (currently closed) | 9 x conference rooms Separate reception area (shared with theatre) |
| Outdoor | 2 x beach volleyball courts |
| Catering | Sports Lounge and Cafe (Arena) Lighthouse Bar (theatre) Bridge Bar (conference facilities) |

1.2.3. It is recognised that there used to be a children’s soft play facility onsite, however this did not re-open after Covid (although the space/facility still exists).

1.2.4. KLV has historically had positive examples of partnership working and co-location with England Volleyball based at the centre and a Covid vaccination centre, prior to Compass withdrawing from the lease there was an NHS Community Midwives Hub based at KLV.

2. Methodology

2.1. To understand potential management options, the financial impact of each option, and where the site sits strategically within Kettering and the wider North Northamptonshire area, the following methodology have been considered.

Figure 1 – Methodology

| | |
|--|--|
| Background and Context | <ul style="list-style-type: none"> •Site location •Facility Mix •Current lease and management arrangements |
| Strategic Review | <ul style="list-style-type: none"> •Overview of national strategic priorities •North Northamptonshire Council strategic priorities •How does KLV contribute towards priorities |
| Overview of KLV | <ul style="list-style-type: none"> •How does KLV fit into the wider leisure portfolio |
| Current Financial Position | <ul style="list-style-type: none"> •Set out current financial position •Assess sports facility income and expenditure against industry standards •Cost to North Northamptonshire Council |
| Overview of future Management Solutions | <ul style="list-style-type: none"> •Set out the potential management solutions the Council could consider •Advantages and disadvantages of each |
| How does KLV fit into wider Management Options for NNC portfolio | <ul style="list-style-type: none"> •Overview of plans for wider management options appraisal •Timelines and how KLV could be incorporated •Short term issues to consider given longer term view |
| Risk Matrix | <ul style="list-style-type: none"> •Set out the risks associated with each management option |
| Revenue Impact | <ul style="list-style-type: none"> •We will set out the estimated financial impact of each management option against the current operations including cost to the Council |
| Service Delivery/Quality Review | <ul style="list-style-type: none"> •Provide an overview of the likely quality of service delivery each management solution will offer |
| Timescales for Implementation | <ul style="list-style-type: none"> •The timescales for implementing each option will be set out along with estimated set-up/procurement costs |
| Mobilisation plan for preferred option | <ul style="list-style-type: none"> •For the Council's preferred option we have provided a mobilisation/implementation plan |

- 2.2. To provide the evidence required to effectively assess the management options, Max Associates has engaged with Council Officers, external RICS surveyors, the leaseholder, Phoenix Leisure, and the KLV Support Group.

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3. Strategic Review






3.1. The strategic review outlines the key local and national strategic priorities and considers how sport and leisure facilities can contribute towards achieving them.



3.2. National Strategic Priorities

3.2.1. A summary of the key leisure, sports and health related strategies and their respective outcomes/KPIs, such as Sport England and Public Health England (PHE) are outlined below.

3.2.2. Nationally, the narrative is shifting from ‘leisure’, ‘sport’, ‘exercise’ to ‘health’, ‘wellbeing’, ‘prevention’. The role leisure facilities play in supporting health outcomes, through increased levels of physical activity, is widely acknowledged and can contribute towards a much wider agenda.

Table 2 – National Strategies

| National Strategy | Vision | Key Priorities |
|--|---|---|
|  <p>Department for Culture Media & Sport</p> <p>Get Active: A strategy for the future of sport and physical activity 2023</p> | <p>Our vision is to make sport and physical activity accessible, resilient, fun and fair, for now and the years to come – for the benefit of individuals and the country</p> | <ul style="list-style-type: none"> • Being unapologetically ambitious in making the nation more active, whether in government or in the sport sector • Making sport and physical activity more inclusive and welcoming for all so that everyone can have confidence that there is a place for them in sport • Moving towards a more sustainable sector that is more financially resilient and robust |
|  <p>Sport England Future of Public Sector Leisure Report 2022</p> | <p>We will evolve the sector, transitioning from traditional leisure services into an active wellbeing service</p> | <ul style="list-style-type: none"> • A new approach that formalises the relationship between health and leisure on; social prescribing, co-location, delivery of preventative activity and collaboration through integrated care systems • Provision that is place-based and at the heart of local communities • An approach that brings forward new thinking, products and services requires proactive and skilled leadership • Provision that is low carbon and delivers a step change in carbon emissions at the local authority level |
|  <p>Uniting the Movement 2021-2031</p> | <p>Imagine a nation of more equal, inclusive and connected communities. A country where people live happier, healthier and more fulfilled lives</p> | <ul style="list-style-type: none"> • Recover and Reinvent; • Connecting Communities; • Positive Experiences for Young Children and Young People; • Connecting with Health & Wellbeing; and, • Active Environments |
|  <p>Ministry of Housing, Communities & Local Government</p> <p>National Planning Policy Framework Updated 2021</p> | <p>The National Planning Policy Framework (NPPF) sets out the Government’s planning policies for England and how they should be applied including to establish and provide adequate and proper leisure facilities to meet local needs</p> | <p>Promoting Health and Safe Communities – Planning policies and decisions should aim to achieve healthy, inclusive and safe places which;</p> <ul style="list-style-type: none"> • Promote social interaction • Are safe and accessible • Enable and support healthy lifestyles • Open Space and Recreation – Access to a network of high-quality open spaces and opportunities for sport and physical activity • Promoting Sustainable Transport – Transport issues should be considered from the earliest stages of plan-making & development proposals so that; • Opportunities to promote walking, cycling and public transport use are identified and pursued |
|  <p>Public Health England</p> | <p>Our vision for 2025</p> <ul style="list-style-type: none"> • Lower smoking rates | <ul style="list-style-type: none"> • Take steps towards creating a smoke-free society by 2030; • Help make the healthy choice the easy choice to improve diets and reduce rates of childhood obesity; |

| National Strategy | Vision | Key Priorities |
|---|--|---|
| <p>PHE Strategy 2020-2025</p> | <ul style="list-style-type: none"> • Less sugar, calories and salt in the food eaten every day • Less pollution in the air that we breathe • Measurable improvements in mental health • Improved mental health literacy | <ul style="list-style-type: none"> • Develop and share advice on how best to reduce air pollution levels and people’s exposure to polluted air; and • Promote good mental health and contribute to the prevention of mental illness |
|  <p>Department for Transport</p> <p>Gear Change “A bold vision for cycling and walking” 2020</p> | <p>England will be a great walking and cycling nation. Places will be truly walkable. A travel revolution in our streets, towns and communities will have made cycling a mass form of transit. Cycling and walking will be the natural first choice for many journeys with half of all journeys in towns and cities being cycled or walked by 2030</p> | <ul style="list-style-type: none"> • Community Growth • Technical Development • Performance Pathway • Progressive Events • Member Engagement and Experience • Operational Excellence |
|  <p>BMA Get Moving Report 2019</p> | <p>Policy recommendations across four core parts of people’s lives; (travel, leisure, school and work) which government and policymakers should take to increase physical activity levels across the UK</p> | <ul style="list-style-type: none"> • Travel (increased investment in active travel); • Leisure (access to open spaces and recreation facilities); • School (physical education recognised and protected as an essential part of the school curriculum); and, • Work (encourage active travel) |

3.3. Local Strategic Priorities

3.3.1. The figure below outlines the key strategic documents and plans within North Northamptonshire and Northamptonshire, which the leisure facilities and services provided and supported by North Northamptonshire Council have a responsibility to contribute towards.

3.3.2. It is noted that there is also a North Northamptonshire Health & Wellbeing Strategy in development, that will be an important strategy to consider within future leisure provision.

Figure 2 – Local Strategies



3.3.3. The table below highlights the key priorities from these local strategies.

Table 3 – Local Strategies

| Strategy | Vision | Key Priorities |
|--|--|--|
| <p>North Northamptonshire Joint Core Strategy</p> | <p>By 2031, North Northamptonshire will be a showpiece for modern green living and well managed sustainable development: a resilient area where local choices have increased the ability to adapt to the impacts of climate change and to global economic changes.</p> <p>North Northamptonshire will be outward looking, taking advantage of its excellent strategic transport connectivity to be a nationally important growth area and focus for inward investment. Plan led change will have made North A strong focus on growing investment in tourism, leisure and green infrastructure will be balanced with the protection and enhancement of the area’s landscape character and its valuable built and natural environment.</p> | <ul style="list-style-type: none"> ● Health and wellbeing – reducing health inequality, increasing life expectancy promoting social inclusion, sport and recreation and providing more access to healthy lifestyle options to improve health and wellbeing; ● Education and skills – raising skills levels to ensure that workers have the right skills for a changing economy, addressing the skills shortage for 16-25 year olds through work based learning; ● Ensuring economic prosperity – ensuring the availability of relevant and appropriate business skills and training opportunities; providing high quality infrastructure to support and encourage innovation and growth; build on the unique character and location; ● Environment – encouraging and promoting environmental protection, improving the environmental and visual quality of the area, managing resources effectively, sustainable transport for all; ● Strong and safe communities – reducing and preventing crime as well as the fear of it by tackling violence, anti-social behaviour, re-offending and improving access to services and facilities. |
| <p>North Northamptonshire Vision 50</p> | <p>A proposed vision for the best life in North Northamptonshire in 2050</p> | <ul style="list-style-type: none"> ● Proud place – A place with clear goals and a plan of how to get there, where people feel inspired and safe. ● Prosperous place – A place full of thriving businesses and a skilled population who can achieve their ambitions. ● Proactive place – A place which understands the issues its people face and how to address them early, so everyone can live the best life |
| <p>North Northamptonshire Strategic Plan 2022 (in consultation)</p> | <p>It will set out the blueprint of future growth and development in our area over the next two decades, and the framework for the area based or topic-based plans, including potential reviews and updates of the Part 2 Local Plans or Neighbourhood Plans, which compliment it and address other local planning issues in our area</p> | <ul style="list-style-type: none"> ● The spatial vision for North Northamptonshire ● The approach to Levelling Up ● The approach to climate change ● Strategic Development Locations and Opportunities ● Place-making/sustainable environment ● Natural and Historic Environment |
| <p>North Northamptonshire Greenway Strategy 2023</p> | <p>‘The North Northamptonshire Greenway will be a strategic rural network of safe, largely traffic-free routes suitable for walking, wheeling and cycling, connecting settlements, employment, leisure and tourism destinations across North Northamptonshire and beyond.’</p> | <ul style="list-style-type: none"> ● Enable people to choose to walk, wheel or cycle for a range of trip purposes including school, commuting, every day and leisure trips. ● Deliver an accessible, inclusive active travel network in line with current design standards in terms of coherence, directness, safety, comfort and attractiveness. |

| Strategy | Vision | Key Priorities |
|--|---|---|
| | | <ul style="list-style-type: none"> • Help to deliver North Northamptonshire’s Green Infrastructure network including the Ise and Nene Valley Corridors • Improve the tourism offer across North Northamptonshire, with connected market towns, nature reserves and tourism sites and circular routes. • Improve the vitality of North Northamptonshire’s towns, aiding local businesses by improving access for commuters and shoppers. • Provide safe routes to schools. • Provide additional sustainable transport options for residents who don’t own a car. |
| <p>North Northamptonshire Local Development Scheme 2023-2026</p> | <p>This LDS covers a 3-year period and sets out details of the Development Plan Documents (DPDs) that North Northamptonshire Council intends to produce, and the timetable for their production.</p> | <ul style="list-style-type: none"> • The LDS does not have specific priorities but sets out a timetable for the preparation of planning documents prepared in the local area. |
| <p>North Northamptonshire Strategic Sports Facilities Framework 2010-2026</p> | <p>This framework produces a set of sports facility priorities for the North Northamptonshire area. A similar strategy has been completed for the remainder of the county in West Northamptonshire. The outcomes of both documents will then fit together to provide a comprehensive set of priorities for strategic facility provision across the county up to 2026.</p> | <ul style="list-style-type: none"> • Influence the Core Spatial Strategy review by providing a comprehensive evidence base • Reflect the priorities set out in emerging Whole Sport Plans; • Plan effectively for the impending Building Schools for the Future (BSF) programme; • Inform the North Northamptonshire Developer Contributions SPD; • Inform other Local Development Framework (LDF) planning documents (such as Site-Specific DPDs and Area Action Plans); • “Make the case” for sport; • Inform/update the North Northamptonshire Programme of Development • (PoD) infrastructure list. |
| <p>Northamptonshire Integrated Care Board Five-Year Joint Plan 2023-2038</p> | <p>‘We want to work better together to make Northamptonshire a place where people are active, confident and empowered to take personal responsibility for good health and wellbeing, with quality integrated support and services available for them when they need help.’</p> | <ul style="list-style-type: none"> • Improve outcomes in population health and healthcare • Tackle inequalities in outcomes, experience and access • Enhance productivity and value for money • Help the NHS support broader social and economic development |
| <p>Integrated Care Northamptonshire 2023-2033</p> | <p>“We want to work better together in Northamptonshire to create a place where people and their loved ones are active, confident and empowered to take personal responsibility for good health and wellbeing, with quality integrated support and services available for them if and when they need help.”</p> | <ul style="list-style-type: none"> • The best start in life • Access to the best available education and learning • Opportunity to be fit, well and independent • Employment that keeps them and their families out of poverty • Good housing in places which are clean and green • To feel safe in homes and when out and about • Connected to families and friends • The chance for a fresh start when things go wrong • Access to health and social care when needed |

| Strategy | Vision | Key Priorities |
|--|---|---|
| North Northamptonshire Carbon Management Plan 2022 | A plan to be carbon neutral by 2030 | <ul style="list-style-type: none"> • Evaluating buildings • Leisure decarbonisation – Heat pumps, solar energy sources and LED lighting |
| Ise Valley Strategic Plan 2022 | “to ensure that the Ise Valley plays a central role in North Northamptonshire’s sustainable and economic prosperity; that its landscape character and sense of place are regarded as equally important as the economy and valued every bit as much as our planned growth.” | <ul style="list-style-type: none"> • Develop a River Ise Linear Park that creates links and pathways for people and wildlife and augments connectivity from Wellingborough through Kettering and to Corby. • Mitigate climate change. Contribute to natural flood management. • Minimise impacts on the catchment and provide net gains for biodiversity. • Improve water quality. • Create new green infrastructure (GI) as well as protect and enhance existing GI. • Seek opportunities to develop sustainable tourism that creates socioeconomic benefits for communities through employment and income-earning opportunities |
| Move Northamptonshire 2023-2028 (Nsport) | By 2028 healthy active lifestyles will be integral to ALL people’s lives in Northamptonshire, irrespective of background, age, race, gender or geography.” | <ul style="list-style-type: none"> • Integrated offers • Tailored choices • Active Environments • Active ageing • Great communication |
| Northamptonshire Visitor Economy Strategy 2023 – 2030 (Draft) | Our vision is to build a greater sense of pride across Northamptonshire and drive economic growth by attracting people to visit the county. Through collaborative and creative work across the entire visitor economy, we will provide visitors with compelling reasons to visit and to stay, delivering great times for each and every one. Visitors will leave wishing they had stayed longer and vowing to return. | <ul style="list-style-type: none"> • Visits and Value – Increase the number and value of staying visitors from outside the county and encourage day visits from closer to home. • Great People – Develop local talent into a motivated workforce to fill vacancies, boost standards and increase pride of place. • Better Business – Support our visitor economy businesses to grow and to collaborate locally in order to be able to compete nationally. • Inspirational Places – Attract investors to help deliver the further development of this unique, diverse and contemporary offer. |

Strategic Review – What does this mean for the future of KLV?

Leisure facilities play an important role in providing opportunities for residents to be physically active and participate in health & wellbeing activities.

Increasing physical activity levels will contribute towards a range of local priorities including reducing health inequalities, improving quality of life, supporting healthy lifestyles, connecting communities and active aging to name a few.

There are strong correlations between national and local strategic priorities, therefore if the leisure facilities can contribute towards local objectives they will, in turn, contribute towards the national priorities for leisure, health and wellbeing.

KLV has, and continues to contribute towards, a number of strategic priorities, for example:

The fitness, pool and dry side leisure facilities help maintain participation rates in physical activity. The social activities and opportunities on site, as part of the sports offer, theatre and conference facilities, all contribute towards improving mental wellbeing and reducing social isolation/loneliness.

KLV provides accessible sports, fitness and health facilities – the venue has excellent disabled and wheelchair access and is a key venue for the England Wheelchair Rugby team.

KLV provides sporting facilities that are not available elsewhere in the local area, providing unique opportunities to be active, such as the beach volleyball courts. This also attracts users from further afield.

The provision of conference, theatre and sport facilities on one site are an excellent example of co-location of facilities to maximise cross-use and promotion opportunities, creating a destination venue that contributes towards visitor economy.

KLV provides employment to local residents, it can offer training and skills development opportunities for its employees.

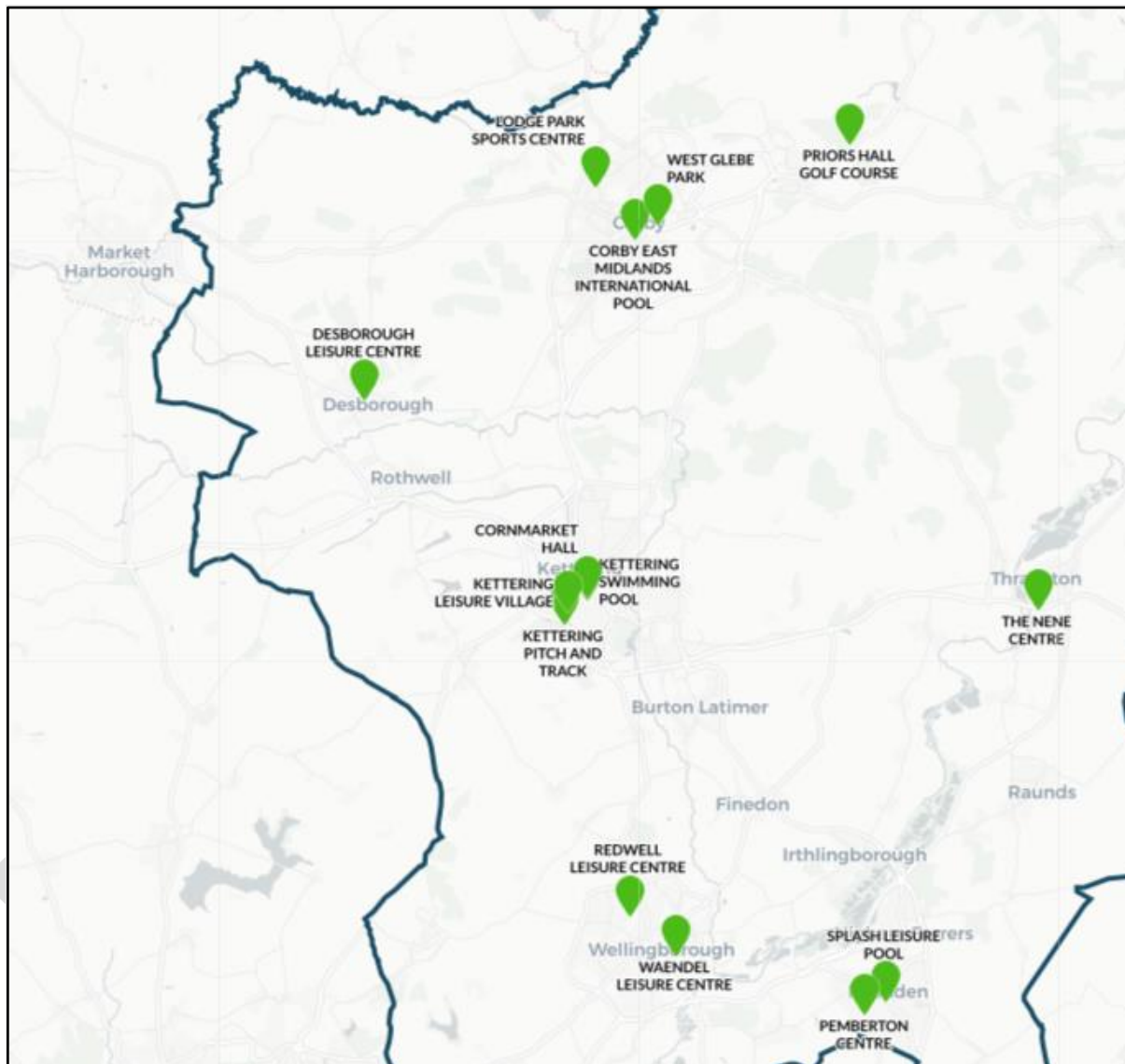
Previous location of health services on site, such as the Community Midwives Hub, was an excellent example of using leisure venues for wider health services, making health services more accessible to local communities.

Integrated offers are a key priority for the Move Northamptonshire strategy.

4. Overview of Leisure Provision in Kettering and the Surrounding Area

4.1. The existing Council owned leisure provision in Kettering and the surrounding area is set out in the map below.

Map 2 – Council Owned Leisure Provision



4.2. **Kettering Leisure Village** – The site is situated to the south of Kettering town centre. It is well placed with easy access to Junction 8 of the A14 as well as being surrounded by residential areas. It is opposite Kettering Pitch and Track and is in close proximity to primary and secondary schools.

4.3. **Kettering Swimming Pool** – Kettering Swimming Pool is located in the town centre and has a 25m six lane pool and 25 station gym. The pool is five minutes’ drive time from KLV. This site is managed by Freedom Leisure under a management contract until 30th September 2027.

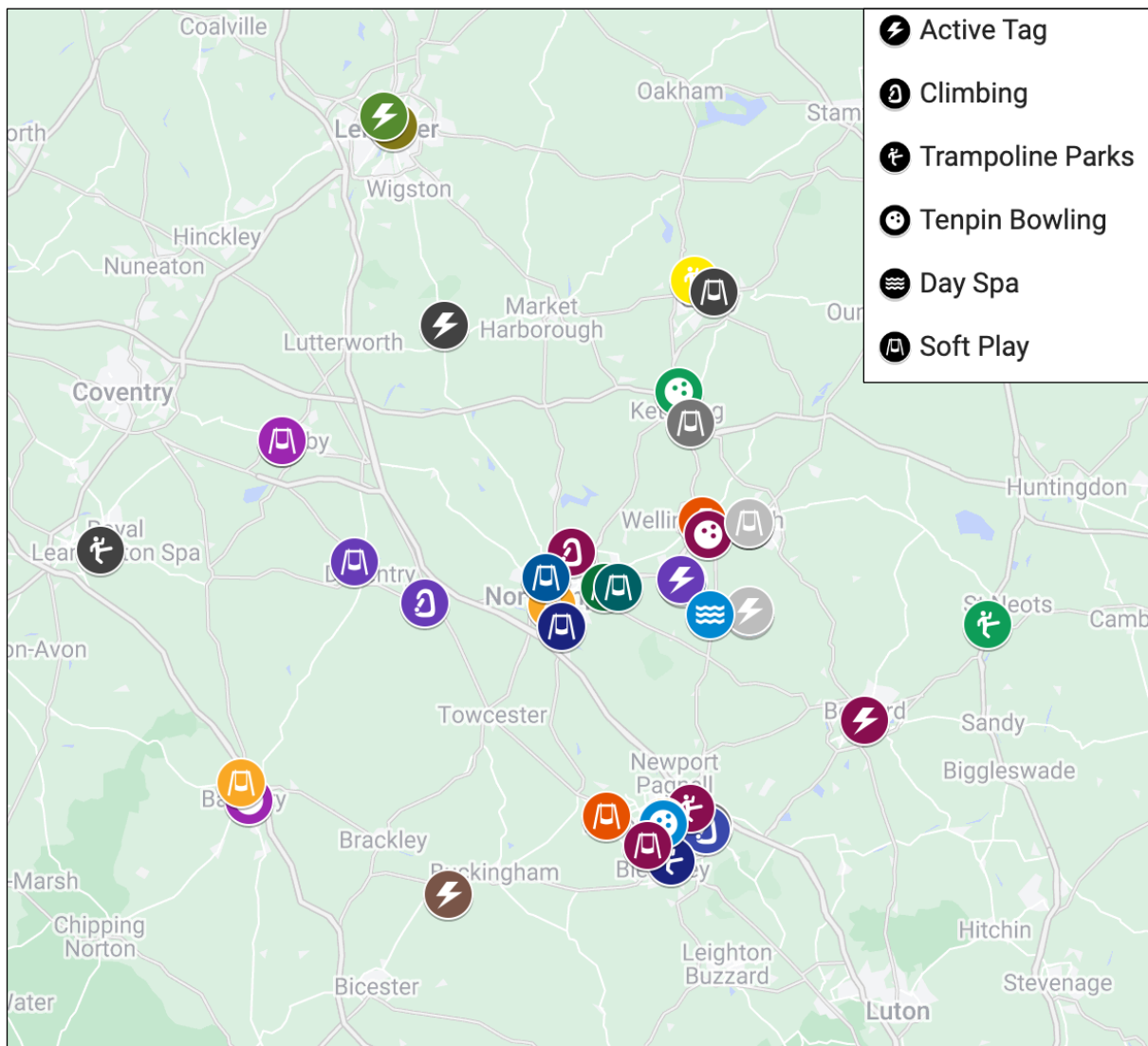
- 4.4. **Cornmarket Hall** – Located on the opposite side of the car park to Kettering Swimming Pool, the Cornmarket Hall provides a function room hire and a licensed bar. The main hall can accommodate up to 200 people. Group exercise classes are also delivered at this venue. This site is managed by Freedom Leisure under a management contract until 30th September 2027.
- 4.5. **Kettering Pitch and Track** – Located next to KLV, Kettering Pitch and Track includes an eight lane 400m athletics track and field facilities including long jump, hammer throw, shot put etc. Adjacent to the track is a full-sized floodlit sand-based pitch. This site is managed by Freedom Leisure under a management contract until 30th September 2027, however it is understood that discussions are taking place for Northamptonshire Football Association to take on the management of this site.
- 4.6. **Desborough Leisure Centre** – The centre is located just outside the town centre and is approximately 15 minutes' drive from KLV. The new centre opened in 2014 has a four court sports hall, 30 station gym and a small floodlit artificial grass pitch. This site is managed by Freedom Leisure under a management contract until 30th September 2027. There is also grass pitches and an outdoor skatepark located next to the leisure centre, which is managed by the Town Council.
- 4.7. In addition to the Council owned facilities, there are other private, club and education leisure facilities available as detailed in the map below:
<https://datahubmaps.com/North-Northamptonshire-Facilities/>.

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- 4.8. Within Kettering there is other sports hall provision located within schools, but these are limited to club use only and do not allow casual pay and play activities. The facilities planning model¹ has highlighted that, should KLV sports hall close, there will be a shortfall in sports hall space in the area and across North Northamptonshire demand for sports hall space is highest in Kettering.
- 4.9. There is no other squash provision in Kettering or further afield in Corby.
- 4.10. There are five other private fitness offerings in Kettering, all of which operated on a registered membership basis and a further four based on educational sites, which, typically, are only available for student use.
- 4.11. **Commercial Leisure**
- 4.11.1. When considering the context in which KLV operates, the commercial leisure opportunities in the area should also be considered as venues that will compete for peoples' leisure time. KLV had soft play facilities prior to Covid and understanding the level of competition for this type of facility will help to determine if this would be viable to re-instate or if closing was a sensible decision.
- 4.11.2. The map overleaf highlights that in Kettering there is one soft play facility and one ten pin bowling facility, the majority of commercial provision is located in the Northampton and Wellingborough area. Wickys Play Factory in Kettering is only suitable for children aged eight years old and under. Thunderbowl in Kettering has a 16 lane ten pin bowling facility as well as adventure golf and escape room, this venue will appeal to both primary aged children and teenagers.

¹ Sport England Facilities Planning Model (FPM) spatial modelling tool. The FPM study is a quantitative, accessibility and spatial assessment of the supply, demand and access to sports halls.

Map 4 – Commercial Leisure



4.11.3. Given the size and age restriction of the local soft play competition, it is surprising that the soft play at KLV was not deemed viable. This is believed to be due to the perceived risk post-Covid and lack of understanding within the company in managing this type of facility. If an operator was in place that had experience of managing soft play effectively and efficiently then it is expected that it could be made commercially viable based on level of competition.

4.12. Local Management Arrangements

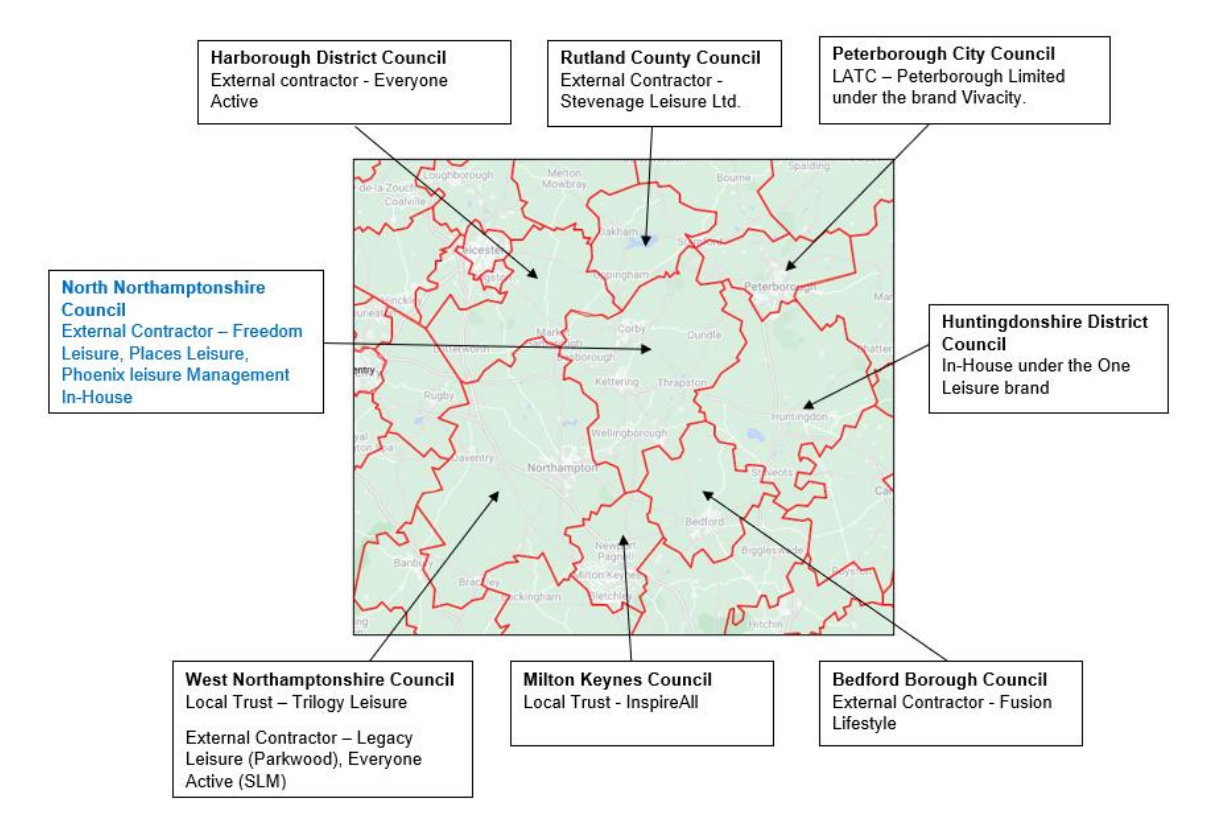
4.12.1. The map overleaf shows the current management arrangements in neighbouring local authorities.

4.12.2. There is currently a mix of models being implemented by surrounding local authorities, which include in-house, local trusts and external contractors.

4.12.3. Like North Northamptonshire, West Northamptonshire currently has a mix of leisure providers as a legacy from the sovereign councils.

- 4.12.4. Peterborough’s leisure facilities used to be managed by a local trust, however, due to financial difficulties during the Covid-19 pandemic the management was transferred to a local authority owned training company (LATC), Peterborough Limited under the brand Vivacity.
- 4.12.5. Huntingdonshire Council is the only surrounding Council to manage all facilities in-house, however, they are currently undertaking a management options review.
- 4.12.6. Given the range of external contractors in the local area, it is reasonable to assume that there would be interest in managing KLV on behalf of North Northamptonshire Council by these operators.

Figure 3 – Neighbouring Local Authorities - Management Arrangements



Kettering Leisure Provision – What does this mean for KLV?

- NNC has three other leisure facilities (managed by Freedom Leisure) within the Kettering area: Kettering Swimming Pool, Kettering Pitch and Track and Desborough Leisure Centre. It also owns the Cornmarket Hall, which provides community space for meetings, events, weddings etc, which forms part of the leisure contract managed by Freedom.
- All of the above are public leisure venues offering facilities and services for local residents, however, the sports hall facilities are considerably smaller than those at KLV, the age of some facilities also make them less accessible, particularly for people with disabilities.
- Whilst NNC lease KLV to Phoenix Leisure Management, the fitness (including pool) is operated on a 'private' member only basis. The sports hall and squash courts are available for casual bookings or block bookings. Whilst there is a covenant on the lease for the sporting facilities (excludes Balance gym) to remain open, there is no service specification or management contract that stipulates minimum service requirements. (There are some management specifications but the enforcement of them is limited to breach of contract, which has a number of legal challenges.)
- KLV has sports facilities that no other public leisure venues in the area offer, including a large sports hall suitable for events and competitions, beach volleyball and glass-backed squash courts.
- KLV already has co-located facilities and excellent examples of working with external partners such as the NHS and National Governing Bodies (England Volleyball) to provide a hub of community services, including health services, culture and events. This is not offered on the same scale at any of the other leisure sites in Kettering.
- Whilst it is not located in the town centre, it is well located in a residential area with easy access off the A14 and has extensive parking facilities.
- There is a mix of leisure management models in place in the local area and therefore we would expect interest in the management of KLV from external operators/trusts based in the surrounding area.
- Other leisure provision outside of Council ownership is primarily sports halls which are based on education sites with limited casual access and private health and fitness facilities.
- There are some commercial leisure facilities in the local area, however, there could be an opportunity to reinstate the soft play at KLV with the right organisation that has experience of commercial leisure facilities. A facility such as soft play should improve the financial position of the centre.
- The type of facilities on offer at KLV attract people from outside the Council area. KLV is a destination venue for events, conferences, theatre shows and sporting events.
- There is an opportunity to develop the conference and events programme and generate additional income.

5. Future Management Options

5.1. If KLV came under Council control in the near future, there are three options that the Council could consider in the short term:

- In-house management;
- External Contractor; and
- Establish a Local Authority Trading Company (LATC).

5.2. The Council's other leisure management contracts end in 2027/28 and a management options appraisal for these contracts will be completed in the Autumn of 2024. If KLV came into the Council's control prior to this date then it would need to be considered alongside the other contracts as part of the wider appraisal. Consequently, the solutions outlined above and evaluated in this report are suitable for a short term solution.

5.3. **Delivery Model Characteristics**

5.3.1. The characteristics for each model are set out below.

5.3.2. **In-house**

5.3.3. The services are delivered through direct management of facilities through frontline staff.

5.3.4. The Council has full responsibility for all income and expenditure risk and is responsible for future lifecycle investment and replacement of equipment. With this model the Council has full control over all aspects of service delivery including pricing, programming and marketing.

5.3.5. The in-house option allows for full flexibility for delivery and decision making from elected members. Staff can work across the leisure and wellbeing service and with other Council services with ease.

5.3.6. Staff would transfer under TUPE regulations, it is expected that staff would be put on Council terms and conditions where they are more favourable, and all staff would enter into the Local Government Pension Scheme.

5.3.7. Under new VAT Guidance, leisure services are treated as non-business and, therefore, can now benefit from the same VAT relief on income as trust/external contractor models, without irrecoverable VAT costs.

5.3.8. Typically, in-house leisure services have less experience of delivering multiple or large scale investment projects. However, significant investment projects have been successfully delivered in-house in Corby and this expertise remains within North Northamptonshire Council.

5.3.9. The existing in-house provision in North Northamptonshire operates on a commercial basis and drives income, particularly in fitness and swimming, to its potential given restrictions on pricing etc. This goes against the norm of in-house operations, where experience shows that the majority of in-house leisure services are less commercial than other management solutions.

5.3.10. The Council has more control over outreach and health and wellbeing services and is able to work more closely with other services, such as Public Health to deliver programmes that target inactive communities.

5.3.11. The Council has direct delivery of what is seen as a high-profile service for the community.

5.3.12. As the Council already delivers leisure services in-house it has the support structure and operational procedures in place to take on additional services/facilities at short notice, if required.

5.3.13. **External Contractor**

5.3.14. Under this option, the Council would retain strategic control of the service and outcomes via its service specification. The responsibilities of each of the parties are defined within a contract. Specifications are

output based, with the contractor providing method statements which form part of the contract, detailing their approach to achieving the specification requirements and performance outcomes.

- 5.3.15. The contractor takes a prescribed level of risk. The contractor is normally provided a degree of flexibility in programming, pricing and marketing and is committed to meeting Council objectives; for example, increasing participation and reducing subsidy.
- 5.3.16. Within the last few years, some contractors are becoming more risk adverse, or are costing in premiums where they must accept more risk than they are normally willing to take. Councils are increasingly having to accept a 'shared' risk position in, for example, utility tariffs (Council risk on utility tariffs would be managed through a utility benchmarking schedule), building structure (particularly in ageing facilities), buildings insurance, pension contribution rates and change in law.
- 5.3.17. Contractors typically have experience of delivering multiple and varied leisure centre investment projects.
- 5.3.18. Most external operators have governance structures that can lever in NNDR / VAT efficiencies, although the Council needs to be clear where the risk will lie if any NNDR / VAT savings are not realised or are lost during the contract period.
- 5.3.19. However, it should be noted that whilst NNDR relief can be obtained by external contractors and reflected within their budgets/management fees, there is a cost to the Council of granting this relief. At North Northamptonshire the full cost of rates relief remains with the Council, therefore whilst a leisure operator may be able to obtain relief overall there is not a saving to the Council.
- 5.3.20. These organisations are commercially focussed and able to optimise income generation from leisure facilities, gyms, swimming lessons and group exercise classes. This can enable cross-subsidy to resource community interventions where specified within the contract, or the savings used for direct delivery of these programmes by the Council.
- 5.3.21. Larger multi-site leisure operators tend to have significant buying power, economies of scale and standardised systems of work. This is often linked to a corporate feel / brand and look to customer facing areas in the facilities they manage.
- 5.3.22. Staff would transfer under TUPE regulations from the existing operators to any new external contractor. Senior management will normally be based at a head office and not locally.
- 5.3.23. Their focus will be on the whole organisation rather than on local issues. Local issues will be the focus of the contract / regional manager.
- 5.3.24. External contractors, particularly the large organisation operating across the UK, have the resource and ability to take on the management of contracts at short notice.
- 5.3.25. **Local Authority Trading Organisation (LATC)**
- 5.3.26. The Council would establish an 'arm's length' organisation to run the facilities and services on its behalf.
- 5.3.27. LATCs are bodies that are free to operate as external companies but remain wholly owned and controlled by the parent council. As trading bodies, LATCs can provide their services to a wider market than a council department.
- 5.3.28. LATCs are contracted by the parent council to provide services back to the council via a service contract.

5.3.29. However, the council may decide to apply the Teckal² exemption which allows the authority to establish a LATC without the requirement for a procurement exercise. It is based on case law but is codified in the Public Contracts Regulations 2015. In general, the terms of exemption require:

- The council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test).
- More than 80% of the vehicle's activities (over a three-year average) to be with its 'parent' council(s) (this is known as the function test).

5.3.30. A LATC can be set up as not-for-profit, which are able to benefit from similar tax exemption benefits to a Not for Profit Distributing Organisation. However, it would not have charitable status.

5.3.31. They can be a preferred 'cultural fit', compared to procured and independent charity models. However, both risk and reward ultimately remain with the Council.

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² A "Teckal" company is the common name for a **company which benefits from contracts for works, services or supply** from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process.

- 5.3.32. There are many forms which a new organisation could take, including but not limited to the following:
- Co-operative or Community Benefit Society;
 - Company Limited by Guarantee (CLG);
 - Charitable Incorporated Organisation (CIO);
 - Community Interest Company (CIC);

5.3.33. A summary of the options to transfer services to a new corporate vehicle is included at Appendix 1.

5.4. **Advantages & Disadvantages**

5.4.1. The advantages and disadvantages of each option are further outlined in Table 4 overleaf. The table shows the industry position on the advantages and disadvantages of each management model.

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Table 4 – Advantages and Disadvantages of Potential Management Models

| Option | Financial | Quality | Risks & Other Considerations |
|---------------------|--|---|---|
| External Contractor | Advantages | Advantages | Risks |
| | <ul style="list-style-type: none"> Undertake a competitive process to manage services Gain the benefits of organisation already set up to maximise VAT and NNDR efficiencies, which is reflected in management fee (although noted at North Northants the cost of NNDR relief remains with the Council) Commercial with health and fitness membership sales, swimming lesson income, catering and retail Is specialised in operating these facilities Economies of scale in purchasing utilities, R&M contracts, fitness equipment etc. Profit share mechanism in place. (Although if contract doesn't perform to projections, no benefit to the Council) The Council has an agreed management fee profile, which gives budget certainty and ability to plan for the medium - long term. Robust contract documents and service specification, along with a robust procurement process will minimise any risk of an operator seeking further financial support during the contract period. Can deliver large scale development projects and will provide the Council with cost certainty for a project or scheme. (Funding would be from the Council) | <ul style="list-style-type: none"> An output-based contract can be developed linked to current Council priorities, so the Council does not need to be involved in day-to-day operations Links with NGBs, suppliers and other physical activity providers in implement new programmes / activities across their portfolios Head office specialists enable operations to be the 'latest' in the market. Enables best practice from several contracts to be disseminated across facilities Likely to be better placed to successfully operate in a competitive commercial fitness market Branding and marketing strong Generally, have well-structured Quality Management Systems covering general operations, H&S, all product areas etc. Many operators have experience of a diverse mix of facilities, including theatres and events venues. | <ul style="list-style-type: none"> A contract and specification that ensures roles and responsibilities are clearly defined between the parties Income risk and some expenditure risk transferred to the operator Larger operators are able to 'spread' the risk of the contract across their company Contractors and, in particular, those with 'hybrid trust' structures, may propose that risk on loss of NNDR and VAT relief, even where their structures are eligible for such relief, remains with the Council Partners are becoming increasingly unlikely to accept risk on utilities tariffs, LGPS pension contributions; NJA salary rises above inflation and building structure of older buildings Contracts will include pandemic related clauses, with risk remaining with the Council. Should another Covid event happen then they will require the Council to bear the cost e.g. under an open book arrangement. Financial risk premiums may be built into the tender price, depending on the level of risk retained by the Council. |
| | Disadvantages | Disadvantages | Other Considerations |
| | <ul style="list-style-type: none"> Will want a contract / risk profile to protect against impact of Covid or similar circumstances in the future If NNDR relief granted there will be a cost to the Council. | <ul style="list-style-type: none"> Operations can be 'corporate' as opposed to locally led Operator from larger organisations likely to wish to use own branding and corporate procedures for core income generating activities; fitness and swimming lessons | <ul style="list-style-type: none"> The Council will have to undertake a compliant (OJEU) procurement procedure to select a new operator Cost of procurement and monitoring; officer and external support |

| Option | Financial | Quality | Risks & Other Considerations |
|--------|---|---|--|
| | <ul style="list-style-type: none"> Changes to the specification / contract require a variation that can affect the management fee and can incur legal costs The Council is obliged to fulfil its responsibilities or be subject to a claim from the operator The Council will need to continue to invest in the leisure centres and have its own maintenance/lifecycle cost to meet the Councils obligations under the contract | <ul style="list-style-type: none"> If there are financial difficulties in the contract, then other services such as outreach work are typically the services to be reduced/removed first Experience in the North Northamptonshire contracts has shown repairs and maintenance expenditure reduced to manage financial budgets, which in turn has impact customer experience and Net Promoter Scores It can be harder to work with other partners effectively; other council departments, education, active partnerships etc. | <ul style="list-style-type: none"> Timescales – c.12 months including mobilisation and dependent on procurement route. The Council would need to ensure financial viability was assessed and evaluated as part of any tender process. This will ensure services are deliverable at the required quality standards within the management fees proposed, to minimise the risk of operators seeking further financial support throughout the contract period. |
| Option | Financial | Quality | |
| LATC | Advantages | Advantages | Risks |
| | <ul style="list-style-type: none"> The Council could support the LATC in respect of investment opportunities in relation to prudential borrowing etc. if this option is available to the Council. New investment opportunities can be negotiated at any time during the contract period Can maximise VAT and NNDR efficiencies Operate commercially Support services – can purchase from the industry (e.g., marketing) or Council (payroll) All profits are re-invested back into the services / facilities, ensuring local investment | <ul style="list-style-type: none"> LATCs can deliver a wider range of service offerings including sports development/outreach, health interventions, library services, cultural services and special events Closer links with the community through local organisation Single focus on service delivery Staff feel more involved in the service delivery as not part of a large organisation Set up and deliver community led co-produced programmes to have real impact on residents Perceived there is a better ‘partnership’ approach Providing the authority with more direct strategic control over the service than a third party would Can be politically more appealing as the authority is the shareholder High level of control retained | <ul style="list-style-type: none"> A contract and specification that ensures roles and responsibilities are clearly defined between the parties, but ultimately risk remains with the Council Often set up with less well-defined contract, so that responsibilities are not clearly understood, or it is believed that contract terms are more easily varied (for example to meet council budget requirements) In many cases, funding agreements for LATCs are only agreed for the short term: 3-4 years, so the company operates on a short-term basis, which can be detrimental to the service Reputational impact for the Council if organisation not successful The local authority must control all of the shares in the LATC and must also exercise effective day-to-day control over its affairs; in other words, the same as the relationship between the local authority and one of its internal directorates |
| | Disadvantages | Disadvantages | Other Considerations |
| | <ul style="list-style-type: none"> Less able to withstand significant changes in leisure trends | <ul style="list-style-type: none"> A board of trustees / directors need to be recruited | <ul style="list-style-type: none"> A new organisation will require a large working capital budget to start the company, the Council may need to grant a rent free period otherwise |

| Option | Financial | Quality | Risks & Other Considerations |
|--|--|---|---|
| | <ul style="list-style-type: none"> • If NNDR relief granted there will be a cost to the Council. • No other contract/sites to absorb poor financial performance • Few economies of scale realised • High central costs may reduce levels of potential surplus • Single-authority LATC's are unable to offer economies of scale and cost management may be more in line with an in-house management approach. • Significant one-off set up costs | <ul style="list-style-type: none"> • All operational procedures would have to be developed by the new organisation • No expertise from a 'head office' • Expertise re. market led product development may need to be bought in or learned as products mature in the industry • Marketing and branding expertise will need to be developed • Can have a more relaxed approach to monitoring (for example with no deduction mechanism) in place, which can lead to service delivery issues | <p>find additional funding to support the organisation by providing a contingency/cashflow fund for the new organisation</p> <ul style="list-style-type: none"> • There will need to be suitable lease / contract / funding agreement / services specification set up between the new organisation and the council • Timescales – c.12 months |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 94</p> | Advantages | Advantages | Risks |
| | <ul style="list-style-type: none"> • Council does not pay for any risk premiums, can easily change service inputs to meet budgetary requirements • Share support costs with other departments • Economies of scale normally achieved in utilities purchasing • Effective purchase ledger and accompanying budget monitoring systems in place • Low costs in providing capital if the Council has access to it • The Council has experience of managing large scale investment projects • Potential access to Developer contributions to invest in facilities • In-house teams are able to secure and support external commissions from partners such as Public Health. The existing team has been very successful in securing funding for the delivery of health programmes and initiatives. • Benefit from new VAT guidance treating leisure services as 'non-business' with no irrecoverable VAT costs. | <ul style="list-style-type: none"> • Increases Council control over leisure services • More effective cross department working; public health, education, open spaces and community development • Officers have autonomy to make local decisions • Members / officers feel that they 'own / have control' of the services • Changes in priorities can be implemented quickly • Joined up service provision for residents • In-house teams can deliver a wider range of service offerings including sports development/outreach, health interventions, library services, cultural services and special events | <ul style="list-style-type: none"> • The current revenue and capital budgets do not factor in the costs of running this centre, the council would need to consider where the finances were coming from. • All control and risk sits with the Council |
| | Disadvantages | Disadvantages | Other Considerations |

| Option | Financial | Quality | Risks & Other Considerations |
|--|--|---|--|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p> | <ul style="list-style-type: none"> Higher staffing costs due to Council terms and conditions Increased costs due to staff being able to access the LGPS Additional resource may be required within the Council to support the initial transfer of the site e.g., HR and finance Budget set year on year and may be subject to reductions with changing priorities of council or central government Central/support costs of the Council can be arbitrarily included in leisure budgets and disproportionate to overall service delivery, rather than reflecting actual costs incurred by the leisure centres. Limited access to the benefits of economies of scale compared to a UK-wide operator Cost management can be inhibited by having to use local authority systems and reporting No 'sinking' fund in place for future lifecycle building works and equipment replacement. However, a capital programme could be developed by the Council | <ul style="list-style-type: none"> Limited access to the benefits of economies of scale Without a defined specification, service delivery can sometimes be based upon short term priorities, however, the Council can implement a specification/contract that provides outcomes and targets to deliver against over an agreed period. It is noted the Council already has a robust monitoring and report procedures in place. Officers must use council procedures / contracts in areas that are not as effective / suitable for the services, for example recruitment / ICT / marketing and branding The Council can be slower to implement change and is less able to react quickly to a highly competitive leisure market if decisions need to go through Council decision making processes Typically in-house operations are not required to report on outputs and key performance indicators, however, the Council could implement a performance reporting requirement for the in-house services. | <ul style="list-style-type: none"> Existing Council team has experience of managing investment projects/programmes Additional resource requirements would need to be considered within property, finance etc. additional revenue may be required to support this. The Council has an existing Leisure Management Team, therefore would not be starting from scratch if management transferred in-house, there is existing resource to support the centre. |

6. Current Leisure Management Market

- 6.1. Consultation with the market has been on-going since the start of the Covid-19 pandemic and subsequent lockdowns. There have been a number of procurement processes that have been successfully completed post-Covid using Sport England template documentation.
- 6.2. Currently, operators are busy and there have been numerous procurement opportunities for them in the last 12 months and, in some cases, the busy market has restricted which contracts they have decided to bid for. Therefore, ensuring an attractive contract with a reasonable risk profile will be important in maximising interest in the contract.
- 6.3. Current feedback from the market is that operators would look for Councils to take utility tariff risk, whilst they retain consumption risk. There is an expectation that utility benchmarking would be in place, this is to benchmark the tariff if costs increase because if the tariff increases this cost would fall to the Council and likewise if costs fell because of a reduction in tariff the Council would benefit. Operators are also unlikely to accept a full repairing lease and would require the Council to take responsibility for structure and major plant replacement. They are also seeking pandemic protection clauses within the contract documents.
- 6.4. Following the Covid-19 pandemic, Max Associates has worked with several authorities that have had to find short-term solutions for their leisure centre management, with some needing solutions within a matter of weeks/months. Councils have managed to deliver short term solutions, including direct appointment short term contracts with external operators or bringing services back in-house.

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7. Risk Matrix

7.1. The risk matrix below highlights some of the key risks that the Council will need to consider in the future management model for KLV. Each risk has been given a red, amber or green rating, based on whether the risk will remain with NNC.

- Red – All risk remains with the Council
- Amber – Some risk can be transferred, NNC has reduced risk
- Green – Risk can be transferred, least risk posed to NNC

Table 5 – Risk Matrix

| Risk to NNC | In-House | LATC | External Contractor |
|---|--|--|--|
| Achieving income projections | All risk with Council | If it fails risk ultimately sits with the Council | Income risk transfers to operator, but in a major event e.g. Covid or energy price increases, operators will seek support from Council |
| Managing operational expenditure | All risk with Council | If expenditure exceeds projections and financially the LATC fails risk ultimately sits with the Council | Some expenditure risk transfers to operator |
| Utility tariff | All risk with Council | All risk with Council | All risk with Council – any leisure contract procured would need to have an energy benchmarking clause |
| Utility consumption | All risk with Council | LATC can take consumption risk although note above risk on expenditure | Operator will take consumption risk for the duration of the contract, if costs change as a result of increased consumption the operator would absorb this cost – this would all need to be covered within the energy benchmarking clause of any contract |
| Repairs and Maintenance liability | All risk with Council | Likely to take responsibility for day to day maintenance, replacement likely to be Council responsibility | Will take responsibility for day to day maintenance, but would not accept full-repairing lease on older buildings and any replacement would be the Councils responsibility |
| Long term financial planning | Budget set year on year and may be subject to reductions with changing priorities of council or central government | Typically funding agreed for short term 3-4 years | Whether payable to or from the Council the management fee is guaranteed for the contract period (subject to contract conditions) |
| Services are delivered in line with strategic priorities | Locally focused and ability to work better across departments, direct control of services | Can set out requirements, outcomes and KPI's within services specification | Can set out requirements, outcomes and KPI's within services specification but typically are more corporate in their approach. Any change in Council priority may have a cost if it significantly changes the original service specification |
| Pandemic Risk | All risk with Council | Will require specific clauses, with risk remaining with council | Will require specific clauses, with risk remaining with council |
| Pensions | All risk with Council. Currently no staff are in the LGPS, however any transferring staff would be eligible to transfer into the LGPS. | Will not accept risk associated with LGPS contributions, however no current staff are in the LGPS, therefore limited risk to the Council | Will not accept risk associated with LGPS contributions, however no current staff are in the LGPS, therefore limited risk to the Council |

| Risk to NNC | In-House | LATC | External Contractor |
|-----------------------------|--|--|--|
| NNDR | Full NNDR payable, therefore no risk of losing relief | Risk on loss of NNDR likely to remain with Council | Risk on loss of NNDR likely to remain with Council |
| VAT Relief on income | Leisure income treated as 'non-business' – minimal risk of change | Risk on loss of VAT Relief likely to remain with Council | Risk on loss of VAT Relief likely to remain with Council |
| Council reputation | Council has full control of service and PR | If unsuccessful it could harm Council reputation | Council has control over service delivery through specification/ contract. If they underperform it would cause issues for the council |
| Staffing Costs | All staff transfer to NNC terms and conditions which will be more expensive. Higher pension contribution rate for all staff. | Staff will remain on current terms and conditions. New staff terms and conditions will be comparable to current, can be more commercial than in-house management | More commercial approach, staff transfer on current terms and conditions, new staff terms and conditions will be comparable to current |

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8. Revenue Impact of each Management Model

- 8.1. In understanding the financial impact of each management model, there are key areas where income/expenditure differs that can be assessed with confidence, these include:
- Each model would need further assessment in relation to the Medium Term Financial Plan, the impact on revenue and capital budgets
 - VAT relief and irrecoverable VAT
 - NNDR relief
 - Staffing terms and conditions
 - Central cost allocations
 - Profit/surplus
 - Commerciality on fitness and swimming income
- 8.2. The potential revenue position of each management model has been based on information provided in confidence.
- 8.3. The assumptions made in projecting the potential operating costs for each management model against the current operations are included in [Appendix 2](#).
- 8.4. As detailed in table 6 of the three management options, it is expected that the external contractor will require the lowest subsidy.
- 8.5. The Council currently provides a grant to Phoenix Leisure of £357,362 for the Sports Arena and Theatre. This grant is excluded from the projections below.
- 8.6. Note these costs exclude any costs associated with negotiating the surrender of the lease.

Table 6 - Projected Operating Costs for each Management Model

| | In-House | External Contractor | LATC |
|--|-------------------|---------------------|-------------------|
| Balance (Health & Fitness) | £1,132,608 | £1,132,608 | £1,132,608 |
| Arena | £316,780 | £316,780 | £316,780 |
| Theatre | £422,225 | £422,225 | £422,225 |
| Conference Centre | £680,787 | £680,787 | £680,787 |
| Total Income | £2,552,400 | £2,552,400 | £2,552,400 |
| Payroll | £1,276,200 | £769,928 | £769,928 |
| Management/Admin/Overhead | £109,356 | £109,356 | £120,292 |
| Cost of Sales | £260,733 | £247,696 | £260,733 |
| Departmental Costs | £320,591 | £320,591 | £320,591 |
| Utilities | £816,162 | £816,162 | £816,162 |
| Business Rates | £169,984 | £33,997 | £33,997 |
| Insurance | £52,904 | £52,904 | £52,904 |
| Maintenance | £208,848 | £208,848 | £208,848 |
| Other Costs - incl. Irrecoverable VAT | £439 | £239,434 | £239,434 |
| Operational Expenditure | £3,215,217 | £2,798,916 | £2,822,888 |
| Central Support Costs (HR, finance etc.) | £178,668 | £127,620 | £255,240 |
| Surplus/Profit | £0 | £102,096 | £51,048 |
| Total Expenditure | £3,393,885 | £3,028,632 | £3,129,176 |
| Deficit | £841,485 | £476,232 | £576,776 |
| NNDR Relief - Cost to Council | £0 | £135,987 | £135,987 |
| Total Cost to Council | £841,485 | £612,219 | £712,764 |
| Current Grant Payment | £357,362 | £357,362 | £357,362 |
| Increased cost to NCC | £484,123 | £254,857 | £355,402 |

- 8.7. The costs above assume continuation of the current facilities in their current form. It is expected that all of the management options above would look to develop the facility and there are opportunities to improve the financial position as a result. However, different operators have different experience and therefore may recommend a number of different solutions that are not possible to predict at this stage. Consequently, the above forecast for the management options is seen as a 'base' position. There are opportunities to grow the conferencing and events side of the business again and improve and re-open the children's soft play facility.

8.8. Service Delivery Characteristics of each Management Model

8.8.1. Set out below are the key differences in service delivery and quality for each management option.

Table 7 – Service Delivery Characteristics

| | In-House | LATC | External Contractor |
|---|--|---|---|
| Ability to deliver Local Strategic Outcomes | <p>Operating the centre in-house means that joined up work to achieve the Council’s wider strategic objectives would be more achievable than an external contractor arrangement. The management team will be able to work more easily with the other Council departments to ensure all wider strategic working is delivered.</p> <p>Delivering services in-house means that changing priorities can be quickly implemented.</p> <p>The Council can implement existing management plans and reporting systems to ensure it monitors performance against outcomes.</p> | <p>A specification would be in place. Ensuring the organisation is clear what the Council requires both on an annual and longer time frame. The Council can set out targets (outputs) in relation to participation (new users and existing), target groups, programming and sports & health development and outcomes.</p> <p>The Council can implement a performance management system to ensure that the partner records, reports and delivers the required outcomes.</p> <p>Therefore, whilst the LATC is independent of the Council, if there is a clearly defined specification and longer-term financial stability (known management fee / funding agreement) it can be easier for the Council’s strategic outcomes to be met.</p> <p>Staff from the existing facility would transfer under TUPE therefore retaining the local experience and knowledge to deliver against outcomes.</p> <p>Has the ability to attract additional funding streams compared to in-house option, which can be used to deliver facility and services interventions.</p> <p>More likely to have a locally focused approach compared to an external contractor.</p> | <p>The centre is managed with a specification in place. Ensuring the organisation is clear what the Council requires both on an annual and longer time frame. The Council can set out targets (outputs) in relation to participation (new users and existing), target groups, programming and sports & health development and outcomes.</p> <p>The Council can implement a performance management system to ensure that the partner records, reports and delivers the required outcomes.</p> <p>There will be a concern that services being managed by external organisation to the Council will not consider local stakeholders. However, the specification can be clear in the outputs required and many partnerships have local ‘Stakeholder Boards’ developed to formalise and ensure local input into the production and delivery of services.</p> <p>External organisations have extensive stakeholder and customer engagement strategies, including via their website and social media, on-line surveys, customer and club forums, all of which can be specified within the specifications.</p> <p>Any change to service priorities can be managed through the annual service planning process and contract change procedures. However, this can have explicit financial implications if the changes are business critical.</p> <p>Typically, external contractors are not as strong at delivering bespoke local initiatives as in-house management or local trusts.</p> <p>They have a stronger focus on commercial elements.</p> |

| | In-House | LATC | External Contractor |
|--|---|--|---|
| Quality of Service and Customer Satisfaction | <p>The Council currently implements robust monitoring and reporting procedures for its in-house operations, including key performance indicators and targets. The monitoring and reporting already incorporates external contractors, including KLV.</p> <p>Skill set of existing staff would transfer.</p> <p>The Council would have full control over the quality of service delivered.</p> | <p>Company profits can be repatriated to Council, invested in the company or a mix of both.</p> <p>Skill set of existing staff would transfer.</p> <p>Branding will need to be established for the LATC, which will be important in the sales process and creating an identity for leisure services.</p> <p>Operational procedures would need to be established and implemented to ensure quality requirements are met, however the Council will have its procedures from the existing in-house operation at the Corby sites it can use as a template.</p> <p>Customer satisfaction KPI's can be incorporated into the specification documents. As part of the specification and contract LATC can be required to collate and report on performance data on a monthly/quarterly/annual basis.</p> <p>More likely to have a local bespoke approach to customer service.</p> <p>A LATC could seek to achieve Quest accreditation as per the external contractor. LATC's can join industry organisations such as Community Leisure UK and access performance and benchmarking data and share best practice ideas.</p> <p>Having the specification requirements for quality and customer service will require the LATC to implement an action/management plan to ensure all of the KPI's are monitored and achieved. Regular client meetings can ensure that the operator has sufficient planning in place</p> | <p>Large operators tend to be weaker at delivering bespoke commissioned health and wellbeing services.</p> <p>External contractors can bring a breadth of leisure experience.</p> <p>Skill set of existing staff would transfer.</p> <p>The levels of service standards in areas that are important to the Council can be tested through the procurement process.</p> <p>Through a robust contractual relationship, the Council can identify continuation improved scores / and KPI's in relation to customer satisfaction scores etc.</p> <p>As part of the specification and contract external contractors are required to collate and report on performance data on a monthly/quarterly/annual basis. External operators have extensive experience of achieve quality awards such as Quest. The Council can set targets for Quest Assessments as part of the performance requirements.</p> <p>External contractors tend to take a corporate approach to customer service losing the 'personal' and bespoke approach that is common with in-house or LATC arrangements.</p> <p>Having the specification requirements for quality and customer service will require the operator to implement an action/management plan to ensure all of the KPI's are monitored and achieved. Regular client meetings can ensure that the operator has sufficient planning in place and the Council can monitor progress against KPI's.</p> |

| | In-House | LATC | External Contractor |
|---|--|---|--|
| Facility Management/ Operational Risks | <p>Existing staff would transfer who have specific expertise to drive the commercial elements of the business, such as the conference centre and theatre.</p> <p>The repairs and maintenance would be managed through the Council's central team, in addition, redecoration and lifecycle maintenance must compete with other Council priorities.</p> <p>North Northamptonshire Council has brought in services such as those from TA6 to ensure commerciality and to ensure services remain competitive and aligned to industry trends.</p> <p>The Council currently monitor their in-house centres well and we would expect this to transfer to KLV. The Council would need to consider accreditations such as Quest, to verify the quality of service being delivered and that it is offering value to its customers.</p> <p>Any significant decisions or changes to the services will have to go through the Council's approval process, which can be time consuming, although smaller changes can be implemented quickly and efficiently by the management team.</p> <p>Typically in-house operations do not have contract/reporting requirements; however, the Council does implement regular reporting and monitoring requirements for the service to ensure it is delivering against outcomes and KPI's.</p> | <p>and the Council can monitor progress against KPI's.</p> <p>Existing staff would transfer who have specific expertise to drive the commercial elements of the business, such as the conference centre and theatre.</p> <p>New organisations procedures, policies and standards in relation to central services (HR, Finance, VAT, Health and Safety, Maintenance etc.) may take time to become established and there may be risk in the mobilisation / transition period. However, there are a number of organisations that provide specialist health and safety, PR, marketing support etc. and a new LATC could buy in these skills as and when it is required, or it could utilise the Council's support services with a recharge arrangement.</p> <p>A LATC is unlikely to be able to take on full repair and maintenance responsibilities. However, it is likely to be able to take on day to day repair and maintenance responsibilities. The local authority needs to consider how it will monitor maintenance programmes to ensure the operational team is carrying out planned works and to the required standard. Often this can be undertaken by an in-house Property Services team.</p> <p>Decisions can be made and implemented quickly with approval from company directors, assuming they are within the contract/specification requirements. Changes outside of the contract requirements can be made through variation agreement, however there could be cost implications or alternatively they could result in a financial return for the Council.</p> | <p>Existing contractors have a wide range of experience across all leisure centre types and therefore can bring this breadth of leisure experience to the contract.</p> <p>Some operators do have experience of managing theatres and other cultural venues, such as town halls and museums.</p> <p>All leisure contractors hold external validated quality accreditation i.e. Quest, Customer Service Excellence, IIP, ISO 14001, EMAS type awards.</p> <p>They tend to have head office resource with dedicated manager for quality, health and safety, HR, environmental management, maintenance etc.</p> <p>Existing staff would transfer who have specific expertise to drive the commercial elements of the business, such as the conference centre and theatre.</p> <p>A performance management system will be put in place with detailed key performance indicators for operators to achieve.</p> <p>Decisions can be made and implemented quickly with approval from company directors, assuming they are within the contract/specification requirements. Changes outside of the contract requirements can be made through variation agreement, however there could be cost implications or alternatively they could result in a financial return for the Council.</p> <p>There will be contract monitoring in place with reporting requirements against all outcomes and KPI's. Reporting will take place on a monthly/quarterly and annual basis therefore delivering against KPI's can be carefully monitored.</p> <p>An external contractor will take risk on day to day maintenance but are unlikely to the risk on the building structure and major</p> |

| | In-House | LATC | External Contractor |
|-------------------------------|--|--|---|
| | There are expertise within the Councils asset management team that can support the maintenance of large leisure venues. | There will be contract monitoring in place with reporting requirements against all outcomes and KPI's. Reporting will take place on a monthly/quarterly and annual basis therefore delivering against KPI's can be carefully monitored. | lifecycle replacement. They will have expertise within their central support teams on the maintenance of large leisure venues. |
| Staffing | <p>Scope for progression for employees is limited to within the centre/other Council services.</p> <p>Employees are more likely to be employed from the local area compared to external contractors who can bring in management and regional support from outside of the Council area.</p> <p>Local authorities typically offer enhanced terms and conditions for employees compared to the private sector, whilst beneficial for the workforce this does have additional costs.</p> <p>North Northamptonshire Council has delivered additional training for in-house staff, including for health programmes and have supported existing external contractors in bringing their staff training up to similar standards to ensure delivery across the Council area.</p> | <p>Staff would transfer to the new company under TUPE, with their terms and conditions protected.</p> <p>A new LATC would require central posts that are not currently in place such as a Chief Executive, Finance Director etc.; this results in higher central costs.</p> <p>As a single contract entity scope for progression is limited.</p> <p>The local authority is likely to have to underwrite the pension liability. It is not reasonable to expect the LATC to take on any pension deficits</p> <p>A LATC could offer new joiners their own company terms and conditions, which could result in some staff savings.</p> | <p>Staff will be subject to TUPE so all current terms and conditions would be protected in accordance with legislation.</p> <p>External contractors are likely to offer new joiners their own company terms and conditions, which may vary from the current terms and conditions.</p> <p>External operators will offer training and development for staff specialising in the leisure industry.</p> <p>An established external operator is normally able to offer staff wider career opportunities within the company structure that otherwise would not have been available with a single contract operator.</p> <p>Possible that some employees could be brought in from other contracts, therefore percentage of employees from the local area could be reduced. However, the Council could stipulate in the specification that a certain percentage of employees must live in the local area.</p> |
| Council Influence and Control | <p>The Council will be able to exert the most direct control over services through the in-house management option.</p> <p>However, there is typically a limited performance monitoring and reporting requirements.</p> | <p>The specification will set out the Council's priorities in respect to pricing / programming and other elements of service delivery, including quality. As with the external contractor there will be performance monitoring and reporting requirements set out in the specification.</p> <p>An annual service planning element of the specification can ensure that the Council's</p> | <p>The external contractor must deliver against the Council's specification and contract, which can stipulate quality expectations and KPI's to be achieved. The specification will include an annual service planning element to ensure that the Council's changing requirements can be incorporated into future service delivery. The contractor will have to report on performance benchmarks on an annual/quarterly/annual basis.</p> |

| | In-House | LATC | External Contractor |
|--|--|--|--|
| | <p>The Council currently implements good reporting and monitoring procedures for its in-house service and we would expect this to be rolled out to any other centres that were brought in-house.</p> | <p>changing requirements can be incorporated into future service delivery.</p> <p>There is Council representation on the board, the governance structure will need to be carefully considered to get the right balance between council influence and interference.</p> | <p>An outsourced partner will report to its own board of directors who may have differing objectives to the Council.</p> <p>Significant changes to service delivery can be more formal; whilst flexibility in contracts can be included, there may be financial consequences to any significant changes.</p> |

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9. Timescales & Set Up Costs for each Management Model

- 9.1. The timescales and set up costs outlined in this section are based on the Council having sufficient notice to undertake standard procurement procedures for a short term solution that ties into the end date of the other Council leisure contracts (2027/28).
- 9.2. Each alternative delivery model will have a different lead in time to set up. Procuring a new contract will require a new contract, leases and services specification being developed.
- 9.3. A LATC will require similar documentation and the recruitment and appointment of directors. Any new company will require formal registration / company documents, and the recruitment of the senior management team (Chief Executive/Finance Director etc.).
- 9.4. The advisor fees are estimates and will be dependent upon whether the Council uses its own legal, financial and property services to procure the contract and leases for the new arrangements or it uses external advisors.
- 9.5. The table below sets out indicative timescales and costs for each option.

Table 8 – Indicative Implementation Timescales

| External Contractor - Procurement | |
|--|--------------------|
| Action | Timescale |
| Commission internal and external procurement of legal / procurement / project management support | 1 months |
| Pre-procurement work – (objectives, draft specification / contract, leases and evaluation methods) | 1 months |
| Selective questionnaire stage and evaluation / de-selection | 1.5 months |
| Tender stage (assuming competitive procedure with negotiation procurement route) | 6 months |
| Award and council sign off | 1 month |
| Mobilisation of new operator | 3 months |
| Total (some works streams can be completed in parallel) | c.12 months |
| Set up LATC | |
| Action | Timescale |
| Governance set up (if new company) | 1 month |
| Technical set up – IT / phones / websites etc. | 3 months |
| TUPE and staff consultation / considerations – alignment of staff designations to council structure (or new structures) and recruitment of new staff (board of directors for LATC) | 6 months |
| Purchasing of uniform, supplies and equipment | 2 months |
| Setting up on-going suppliers (fitness / IT / buildings etc.) | 3 months |
| Business planning / financial assessment – services and impact on council as a whole (e.g. VAT) | 3 months |
| Marketing and branding development and implementation | 6 months |
| Quality and H&S systems – development and implementation | 3 months |
| Total (some works streams can be completed in parallel) | c.12 months |

| In-House - Transfer | |
|---|-------------------|
| Action | Timescale |
| Technical set up – IT / phones / websites etc. | 2 months |
| TUPE and staff consultation / considerations – alignment of staff designations to council structure | 3 months |
| Purchasing of uniform, supplies and equipment | 1 months |
| Setting up on-going suppliers (fitness / IT / buildings etc.) | 1 month |
| Business planning / financial assessment – services and impact on council as a whole | 2 months |
| Marketing and branding development and implementation e.g. signage | 4 months |
| Quality and H&S systems – development and implementation | 2 months |
| Total (some works streams can be completed in parallel) | c.6 months |

- 9.6. Outlined below are the indicative set up and ongoing operational cost if a new LATC were established.
- 9.7. A new LATC will be required to establish operational procedures and risk assessments and ensure all staff are trained in these prior to taking on management of the centre. All branding and marketing will also need to be replaced, a website and online booking facilities set up.
- 9.8. During the mobilisation process the Council and management team of the new LATC will also need to support the TUPE consultation process as the service transfers from the Council.

Table 9 – LATC Indicative Mobilisation Costs

| Set Up Costs | Estimated Costs | Comments |
|--|-----------------|--|
| Consultancy Support/Project Management | £30,000 | Additional consultancy/project management support to ensure the process is delivered within timescales and enable officers to concentrate on continued service delivery |
| Re-branding, Marketing & Signage | £30,000 | The new organisation will need to develop its own name and brand and produce marketing material |
| Website & Social Media Set Up | £10,000 | A new website will be required to be set up, with online booking etc. |
| ICT Systems and Equipment | £50,000 | Front of House booking systems, ICT equipment and network support services required |
| Legal Costs | £40,000 | Governance documents for new organisation. Board / director / requirement and training. Charity Commission application if appropriate. Contract documents and leases, including funding agreement between council and new organization |
| Operations Manual Set Up | £5,000 | New Operational Procedures will need to be drafted with copies provided to each centre – additional expertise may be required to ensure they meet industry standards |
| Launch Costs | £15,000 | Costs associated with launching and promoting the start of the new contract |
| Staffing* | £123,000 | See table overleaf for workings |
| Risk & Contingency | £50,000 | To provide a level of working capital for the organisation |
| TOTAL COST | £353,000 | |

*To deliver the set up and mobilisation requirements the new organisation will need to provide sufficient staff resource. The detailed staffing resource required is outlined further in the table below.

Table 10 – Indicative Staffing resource for LATC

| Staffing | Salary | Salary plus on-costs (20%) | Estimated Cost |
|--|--------|-------------------------------|----------------|
| 6 months prior to commencement: | | | |
| Chief Executive | 60,000 | 72,000 | 36,000 |
| Contract/Centre Manager (Operations) | 40,000 | 48,000 | 24,000 |
| Head of Finance (part-time) | 25,000 | 30,000 | 15,000 |
| Branding / Marketing Manager (part-time) | 22,500 | 27,000 | 13,500 |
| ICT manager (Part-time) | 22,500 | 27,000 | 13,500 |
| 3 months prior to commencement: | | | |
| HR Manager - TUPE consultation etc. | 45,000 | 54,000 | 13,500 |
| Admin (part-time) | 15,000 | 18,000 | 4,500 |
| 1 month prior to commencement: | | | |
| Admin team | 30,000 | 36,000 | 3,000 |
| TOTAL | | | 123,000 |

9.9. Indicative costs of procurement

9.9.1. The typical costs of procuring a new contract for KLV only are set out below and are likely to be in the region of £80k. However, it is noted that these costs are subsumed centrally and would not be charged to the leisure service (with the exception of any condition surveys) .

Table 11 – New Contract Procurement Costs

| Action | Cost £ |
|--|----------------|
| Legal / leases and contract completion | 40,000 |
| Leisure procurement and project management | 30,000 |
| Due diligence (for example any additional building surveys required) | 10,000 |
| Total | £80,000 |

9.10. Emergency Management Solution

9.10.1. Should Phoenix Leisure surrender or sell the lease with a limited notice period and the Council requires a quick management solution to avoid any site closures, it would have the following options:

1. The Council **directly manages the service**
2. The Council makes a direct award to an **operator to manage the service** for a short-term period (2-3 years), whilst the Council assesses and agrees the long term management solution and, if applicable, procures a new operator.

- 9.10.2. The strengths, weaknesses and risks of the in-house and external contractor options identified in sections 6 and 9 still apply under the emergency arrangement. However, with the external contractor taking the contract on at short notice, it is likely that the commercial terms and conditions would be on an open book basis with the fees including a 'management fee' and 'support service' cost in the region of 8% - 10% of turnover. Therefore, more risk would stay with the Council compared to when it goes through a full procurement process.
- 9.10.3. An open book arrangement would also require additional resource from the Council to monitor and manage.
- 9.10.4. Informal, confidential, generic operator feedback on other contracts has indicated that there are organisations who have the capacity to take on a short-term contract at short notice.

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10. Long Term Solution for KLV and the Wider Management Options Appraisal

- 10.1. As part of the Active Communities Framework, Max Associates will be completing a management options appraisal for the whole of the Council's leisure centre portfolio. This piece of work will be completed in the latter half of 2024.
- 10.2. If KLV were to come under Council control, then the longer term management model should be reviewed alongside the Council's other leisure facilities in 2024. The reasons for this are:
 - The Council can ensure the services are delivered across the whole portfolio to a set of minimum requirements.
 - Greater economies of scale can be achieved with a larger contract.
 - Consistency in quality of service delivery across all leisure venues in the Council area.
 - Programming can be developed that maximises capacity and use across all centres.
 - Pricing will be consistent across all centres, maximising accessibility.
 - The Council can ensure investment is consistent across all leisure venues.
- 10.3. If KLV is included in the wider management options appraisal it would be evaluated under the same criteria as the rest of the Council's portfolio.
- 10.4. This piece of work will also consider other longer term management solutions, such as Community Asset Transfer or long lease. This is a similar arrangement to the current structure, however any future lease would be structured differently to the current lease with greater influence on areas such as community outcomes.

11. Impact of KLV Closure

11.1. Notwithstanding the covenant on the lease that requires the sports facilities to remain open, if KLV did close it would have significant impact on the local community including:

- Displacement of sports clubs that would need to find alternative venues. Kettering has the highest sports hall demand in the Council area and therefore used capacity is already high at other sites. Additionally, the nearest sports halls are all education sites with limited community access in evenings and on weekends only, there is no day time access during term time.
- There would be a shortfall in sports hall space in the Kettering area.
- There is already a shortfall of water space in the area, therefore removing the pool at KLV would make this shortfall worse.
- Volleyball England would need to find a new national base, given the facility requirements they would likely have to move out of the North Northamptonshire area.
- KLV is very accessible and is one of a few sites that has full disabled access to sports facilities. It is a preferred site for England Wheelchair Rugby on this basis.
- There would be no theatre provision in Kettering, reducing the arts and culture programme in the area.
- Existing fitness members would need to find alternative facilities and could result in the reduction of fitness members across Kettering.
- Lose the only publicly accessible squash courts in Kettering and Corby.
- Overall, a reduction in the participation of physical activity in the Kettering area would be expected.
- It would result in job losses for all KLV staff.

12. Conclusions

12.1. The key findings from the management options review are set out below.

- The Council currently has no control over the site and does not have a say in how and what services are delivered (with the exception of the covenant on the lease that the land is to be used for leisure purposes).
- If the Council wishes to have control over the site, it will need to agree the surrender of the lease. The cost of this is currently unknown and will be dependent on a condition survey of the building and business growth until the point of sale.
- The current arrangement with Phoenix Leisure is seen as a short term solution.
- If the Council is able to get control of the site (e.g. through purchasing the lease) then there are three management options it could consider in the short term:
 - In-house
 - Local Authority Trading Company
 - External Contractor
- Whichever option is selected it should be done on a short term basis to tie into the wider leisure portfolio and contract end dates. KLV should be incorporated into the management options appraisal being completed in 2024.
- There are advantages and disadvantages to all options. The in-house model would give the Council greatest control and is likely to deliver a locally focussed approach delivering well against strategic outcomes. An external contractor will need to operate under a specification and contract, which can define outcomes and targets but will not have the local focus of the in-house model.
- The external contractor option is expected to require a management fee that is comparable to the current operational deficit, however, taking into account the cost of the NNDR relief to the Council, the total cost to the Council will be in the region of £612k. The in-house option is expected to operate at a higher deficit (c.£841k) predominantly due to staff cost impact from an increased structure and more costly terms and conditions, pension contributions etc.
- Consequently, we would suggest that, in the short term, an external contractor would be the most sustainable solution whilst the wider management model for the Council's entire leisure portfolio is considered. For example, if it was operated in-house in the short term, costs would increase significantly, then if the decision is made in 2024/25 to contract out the management of all Council owned leisure centres the costs would be increased, and it would take longer for financial savings to be realised in the new contract. However, if the long term solution is an in-house model for all Council leisure centres, then the financial impact will be less going from an external contractor to in-house.
- The way in which an external contractor would be appointed will be dependent on the situation with the lease and if there is sufficient time to run a procurement process or if a direct appointment would be needed. The timing of any sale of the lease will determine the procurement route.

Appendix 1 - Options for Transfer of Leisure Services to a New Corporate Vehicle³

| Criteria | Company Limited by Guarantee (CLG) | Community interest company (CIC) | Charitable incorporated organisation (CIO) | Community benefit society (CBS) |
|---|--|--|--|--|
| Principal features | Company run by directors with a separate membership who guarantee the debts/ liabilities of the company up to a minimal amount. However, directors have to run the company in the best interests of the company, not the Council. | Not a corporate vehicle in itself but rather a “wrapper” around another vehicle - additionally requirement is a social purpose behind a company’s activities. Likely to be a company limited by guarantee. | Low key organisation run by trustees, allowing a small organisation to have corporate status, to improve their ability to access grants, employ staff and enter into contracts. Has both members and trustees. | Set up to run as a business but that must be run for the benefit of the community at large, rather than only its members. Any profit made by a <i>community benefit society</i> must be used for the <i>benefit</i> of the <i>community</i> . |
| Principal Legislation | Companies Act 2006 | Companies Act 2006 and Companies (Audit, Investigations and Community Enterprise) Act 2004 | Charities Act 2011 | Co-operative and Community Benefit Societies Act 2014 |
| What role for council | Council can be a sole member of the CLG, usually having a shareholder’s agreement with the company to set out how it oversees what the directors do, though otherwise directors have to run the company in the best interests of the company, not the Council. | Same as CLG | Two types of CIO, foundation or association. Latter not suitable as is for wider membership. With a foundation CIO, the member(s) is/are also the trustee(s), and a trustee has to be an individual person, so the Council cannot be a member/trustee. | Cannot have a sole member, has to have at least 3 members. However, a member can be a corporate body such as the Council. Often used for mutual ownership organisations, where employee-members have a stake in the running of the company, though they cannot receive a share in any profits. Directors elected by the members. |
| Can the Council award a contract to it directly without a tender exercise? | Yes, if meets the required tests (see note 1 below – Teckal exemption) | Yes, if meets the required tests (see note 1 below – Teckal exemption). | No, insufficient control to meet the Teckal exemption (see note 1 below) | Probably not, insufficient control to meet the Teckal exemption (see note 1 below) |

³ Deborah Down 25th September 2020 © Sharpe Pritchard LLP

| Criteria | Company Limited by Guarantee (CLG) | Community interest company (CIC) | Charitable incorporated organisation (CIO) | Community benefit society (CBS) |
|---|--|--|--|---|
| Appropriate for contract model retaining control? | Yes | Yes | No | No |
| Appropriate for arms' length contract? | Yes, in theory, but if not set up as Teckal company with control, then would have to tender the contract first | Yes, in theory, but if not set up as Teckal company with control, then would have to tender the contract first | Yes, but NNC would have to tender that contract as CIO cannot be a Teckal company | Yes, but NNC would have to tender that contract as CBS cannot be a Teckal company |
| Appropriate for asset transfer | Yes (but see note 4 below) | Yes (but see note 4 below) | Probably not, as aimed at small charities just starting to expand. Not very familiar form to banks etc. | Yes (but see note 4 below) |
| Governing document (see also below on charity registration and NNDR) | Articles of Association. Typically, this does not allow profits to be passed up to its membership | Articles of Association containing required social objectives and asset lock (see note 5) | CIO model constitution published by the Charity Commission (only limited deviations permitted) | Constitution with required community benefit objectives |
| Regulator | Companies House | Companies House plus independent CIC Regulator | Charity Commission | Financial Conduct Authority |
| Can it register as a charity? | Yes, if meets Charity Commission requirements (see note 2 below) | No | Automatically a registered charity | No, but can register as charity for tax purposes with HMRC |
| NNDR charitable exemption available (see note 3)? | Yes, even if not a registered charity, provided the Articles of Association include the required charitable purposes – CLG has to be an organisation established for charitable purposes only | Yes, even though cannot be a registered charity, provided the Articles of Association include the required charitable purposes – CIC has to be an organisation established for charitable purposes only | Yes, because automatically a registered charity | Yes, provided that Articles of Association include the required charitable purposes – CBS has to be an organisation established for charitable purposes only |
| Indirect taxation benefits available especially VAT? | Specific advice required taking into account the Council's own partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations | Specific advice required taking into account the Council's own partial VAT exemption. There is a Sporting Services VAT exemption (VAT Notice 701/45). Specific considerations | Yes, because by definition is a charitable organisation which gets HMRC registration for charitable purposes and therefore VAT relief. | Can register as charity for tax purposes with HMRC. Specific considerations about taxing the property if a property disposal. |

| Criteria | Company Limited by Guarantee (CLG) | Community interest company (CIC) | Charitable incorporated organisation (CIO) | Community benefit society (CBS) |
|---|--|--|---|--|
| | about taxing the property if a property disposal. | about taxing the property if a property disposal. | Specific considerations about taxing the property if a property disposal. | |
| Speed of incorporation (without separate charity registration) | Once directors selected and Articles of Association prepared, Companies House can register the same day if there are no issues. | Once directors selected and Articles of Association prepared, submit to Companies House. There is an additional form which CH pass on to the CIC Regulator. Registration can only take place by CH once the CIC Regulator has confirmed that it is satisfied there is sufficient social benefit. | Charity Commission website indicates 40 working days if there is no deviation from the model constitution. However anecdotally the CC has a backlog and is very slow. | Slower than CLG but only one registration. |
| Other considerations | <ol style="list-style-type: none"> 1. Incorporation is only part of the story, still need to either dispose of the assets to, or enter into a contract with, the new corporate vehicle, as well as required NNC governance approval. 2. If NNC is interested in working with another local authority, then a Teckal company can be set up controlled by two local authorities. 3. Council appointed directors need to act in the best interests of the company, and consequently will have to deal with conflict of interest situations. 4. Even with a contract, the contractual payment to the Council may have to be expressed as rent, as having a peppercorn rent with a separate payment to the Council may fall foul of the issue described at note 4; in addition a payment to the Council from say a CLG, and which is not described as rent, may be treated as a profit and so subject to corporation tax. | | | |

Appendix 2 – Financial Modelling Assumptions

| Assumptions | In-House | LATC | External Contractor |
|---|--|---|--|
| VAT Relief on income | The Council will be able to obtain VAT benefit on sporting income, including sports hall bookings, fitness membership, swimming lessons etc. | LATC will be able to obtain VAT benefit on sporting income, including sports hall bookings, fitness membership, swimming lessons etc. | External Contractor will be able to obtain VAT benefit on sporting income, including sports hall bookings, fitness membership, swimming lessons etc. |
| Impact on current financials | 20% additional income on Balance and sports income | 20% additional income on Balance and sports income | 20% additional income on Balance and sports income |
| Irrecoverable VAT | No irrecoverable VAT costs | Irrecoverable VAT payable on expenditure included in 'other costs' | Irrecoverable VAT payable on expenditure included in 'other costs' |
| Impact on current financials | No change | Irrecoverable VAT rate of 75% assumed on relevant expenditure | Irrecoverable VAT rate of 75% assumed on relevant expenditure |
| NNDR Relief | The Council will have to pay full NNDR costs | Able to obtain a minimum of 80% NNDR relief | Able to obtain a minimum of 80% NNDR relief |
| Impact on current financials ⁴ | No change | 80% reduction in NNDR Costs in leisure budget | 80% reduction in NNDR Costs in leisure budget |
| Staffing terms and conditions | Council terms and conditions are more expensive than the private sector, including higher pension contribution rates | Staff will transfer on current terms and conditions, no obligation to change. LATC can determine its own terms and conditions and pay scales. | Staff will transfer on current terms and conditions, no obligation to change. Terms and conditions expected to be comparable. |
| Impact on current financials | Increased staff costs from 42% to 50% of income | No change | No change |
| Central Cost Allocations | Typically have higher central costs than private sector recharged to other council departments e.g. HR, finance | LATC requires its own management structure, resulting in high central support costs | Utilise existing central support teams |
| Impact on current financials | Included at 7% income | Included at 14% income | Included at 5% income |
| Profit/Surplus | No profit allocation required | Typically requires a small surplus from the contract to build up level of reserves | Will require a profit from the contract and therefore builds this into their expenditure |
| Impact on current financials | No change | Included at 2% of income | Included at 4% income |
| Commercial Approach to Income | Currently the in-house operation in Corby is fairly commercial but is restricted by Council decisions on price increases etc. | Tend to be more commercial than in-house operations with more flexibility in pricing | Have a commercial approach to fitness memberships and swimming lessons, supported by central marketing teams |
| Impact on current financials | Assumed latent demand would be met at a gross yield of £34 | Assumed latent demand would be met at a gross yield of £34 | Assumed latent demand would be met at a gross yield of £34 |
| Cost of Sales | Cost of Sales usually higher than external operators as economies of scale restricted to Council area only. | Cost of Sales usually higher than external operators as economies of scale restricted to one leisure contract | Typically operate with lower cost of sales due to their purchasing power and economies of scale as national companies. |

⁴ Whilst the leisure budget may show a reduction in NNDR costs, the cost of relief remains withing the Council therefore there is no overall saving to the Council for NNDR where relief is granted. This is included in the table overleaf.

| Assumptions | In-House | LATC | External Contractor |
|------------------------------|-----------|-----------|---------------------------------------|
| Impact on current financials | No change | No change | 5% reduction on current cost of sales |

DRAFT

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

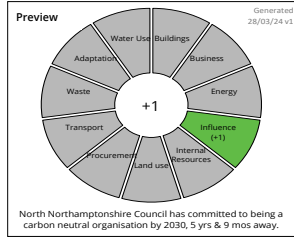
Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

DRAFT

Climate Change Impact Assessment Tool (v1)



| | |
|----------------------------|--|
| Directorate & Service Area | Hierarchy: Leisure Service Communities & Leisure Public Health & Wellbeing |
| Report Name | Kettering Leisure Village Options Review |
| Report date | 23/02/24 |
| Report author & role | Kerry Purnell Assistant Director - Communities & |
| Proposal Summary | This report details the current position in relation to Kettering Leisure Village, clearly restates that the Council is not in control of the site and has limited step-in rights, and introduces a review of the potential management options should the site come back into Council control , either in an emergency situation or in the shorter term pending the options appraisal of future management for the whole of the NNC Leisure estate being brought forward and implemented. |
| Export filename | Kettering Leisure Village Options Review CCIA 23.02.2024 .png |



- Copy to clipboard
- Save to desktop
- Copy alt-text

| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|---|------------------|---|
| Buildings | Building construction | As part of the proposal, no construction will be undertaken | | |
| Buildings | Building use | Not applicable | | |
| Buildings | Green / blue infrastructure | Not applicable | | |
| Business | Developing green businesses | Not applicable | | |
| Business | Marketable skills & training | Not applicable | | |
| Business | Sustainability in business | Not applicable | | |
| Energy | Energy efficiency | Not applicable | | |
| Energy | Reducing energy demand | Not applicable | | |
| Energy | Switching to low-carbon energy supply | Not applicable | | |
| Influence | Communication & engagement | Through communication and engagement with the current site operators/leaseholders influence on their energy and building efficiency can be brought to bear through routine grant monitoring arrangements. | +1 | |
| Influence | Wider influence | Not applicable | | |
| Influence | Working with communities | Not applicable | | |
| Influence | Working with partners | Not applicable | | Encouraging all organisations to consider their approach, in line with the council's climate change |
| Internal Resources | Material / infrastructure requirement | The leaseholder has a full repairing lease and reports quarterly to the Council on investment and works to ensure the service is compliant with health and safety requirements | | |
| Internal Resources | Staff time requirement | There are no council staff employed at the site | | |
| Internal Resources | Staff travel requirement | There are no council staff employed at the site | | Staff will encourage to consider alternative sustainable modes of transport. |
| Internal Resources | External funding | Not applicable | | |
| Land use | Carbon storage | Not applicable | | |
| Land use | Improving biodiversity adaptation | Not applicable | | |
| Land use | Natural flood management | Not applicable | | |
| Procurement | Food & Drink | Not applicable | | |
| Procurement | Products | Not applicable | | |
| Procurement | Single-use plastic | Not applicable | | |
| Procurement | Services | Not applicable | | |
| Transport | Decarbonising vehicles | Not applicable | | |
| Transport | Improving infrastructure | Not applicable | | |
| Transport | Demand reduction | Not applicable | | |
| Transport | Supporting people to use public transport | Not applicable | | |
| Transport | Supporting people to use active travel | Not applicable | | |
| Waste | End of life disposal / recycling | Not applicable | | |
| Waste | Waste volume | Not applicable | | |
| Adaptation | Drought vulnerability | Not applicable | | |
| Adaptation | Flooding vulnerability | Not applicable | | |
| Adaptation | Heatwave vulnerability | Not applicable | | |
| Water Use | Improving water-use efficiency | Not applicable | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | North Northamptonshire Council All Age Carers Strategy 2024-2029 |
| Lead Member | Cllr Gill Mercer – Executive Member for Adults, Health and Wellbeing |
| Report Author | David Watts, Executive Director of Adults, Health Partnership & Housing |

| | |
|--|---|
| 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 |
| Which Corporate Plan priority does the report most closely align with? | Active, fulfilled lives |

List of Appendices

- Appendix A** - NNC-All Age Carers Strategy (Draft)
- Appendix B** - Summary of the Supporting Carers offer
- Appendix C** – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval from the Executive for a North Northamptonshire Council All Age Carers Strategy 2024-2029.

2. Executive Summary

- 2.1. In this document, the term carer/carers refer to unpaid carers. Carers have told us that they do not like the term unpaid carer, and they wish to be referred to as carers. As carers can often be confused with paid care and support workers, this information is included for clarity.

- 2.2. This report contains all relevant information to inform the Executive of the recommendation for North Northamptonshire Council to adopt an All-Age Carers Strategy, which outlines key priorities for all carers living in North Northamptonshire, to support them in the best possible way to have a life alongside caring.
- 2.3. This is the first All Age Carers Strategy to be developed by North Northamptonshire Council.
- 2.4. Historically, a Carers Strategy has been produced by the local organisation Northamptonshire Carers Association, covering both West Northamptonshire Council (WNC), North Northamptonshire Council (NNC) geographical areas. The strategy was produced in partnership with a range of organisations, including WNC, NNC and the Integrated Care Board (ICB). Whilst coproduction led by the organisation is valued, both WNC and NNC recognised the need for their own individual Carers Strategies to best identify the needs for carers in their localities.
- 2.5. The NNC All Age Carers Strategy has been developed collaboratively with carers living in North Northamptonshire via the following methods:
 - Surveys
 - Face to face workshops
 - Online workshops
 - Experts by Experience
 - Public Consultation
- 2.6. Local carers have been an integral part of developing the NNC All Age Carers Strategy, their voices, knowledge, and ideas form the Strategy, and identify their key priorities. We do recognise however, that there is work to be done to achieve a fully coproduced Strategy.
- 2.7. Following approval by the Executive, the Strategy will be implemented, and reviewed on a regular basis by a carers co-production group.

3. Recommendations

- 3.1. It is recommended that the Executive approves the North Northamptonshire Council All Age Carers Strategy 2024-2029.
- 3.2. Reasons for Recommendation:
 - The recommended approach ensures compliance with NNC's Care Act 2014 duties.
 - Carers in North Northamptonshire have identified 5 key priorities, implementation of the Strategy is now required to support these priorities.

- The Care Quality Commission now assesses how local authorities meet their Care Act 2014 duties; the All-Age Carers Strategy provides assurance in this area.

3.3 Alternative Options Considered –

- Adapting the “Countywide Strategy” developed by Northamptonshire Carers Association- this option does not meet the specific needs of North Northamptonshire’s carers.
- No Strategy in place - this option does not offer commitment and support to carers, it will lead to confusion, a lack of joined up approaches, and potential crisis for carers due to the lack of support and prevention. This would also not achieve value for money, as the cared for person may then need formal (paid for) care, and the carer may develop their own health and support needs.
- The proposed option most closely aligns with NNC’s Corporate Plan Priority of “Active and Fulfilled Lives”.
- The recommended course of action supports the duties placed on NNC through the Care Act 2014.

4. Report Background

- 4.1. North Northamptonshire Council (NNC) does not have its own Strategy for supporting carers living in North Northamptonshire.
- 4.2. A Supporting Carers offer is in place for all carers, which is currently delivered by our contracted partner, Northamptonshire Carers Association. This contract is in partnership with WNC and Northamptonshire Children’s Trust (NCT), it is due to expire on 30th September 2024. The Strategy does not replace the need for a Supporting Carers offer, but both the Strategy and the offer will work alongside and complement each other.
- 4.3. The offer includes many elements of support available to carers, which is summarised in **Appendix B**. Briefly it includes several respite options, carers assessments, support groups, training and information and advice.
- 4.4. A new Supporting Carers offer will be commissioned, it will follow on from the expiry date, there will be no gap in provision. The new offer will not be in partnership with WNC, but the partnership will remain with NCT. This is to ensure carers of all ages are supported in North Northamptonshire, under the same Corporate and Strategic Priorities.
- 4.5. The following legislation details the requirements of councils and their duties to carers:
 - The Care Act 2014.

- The Children and Families Act 2014.
 - The Health and Care Act 2022.
- 4.6. The following White Papers are also insightful documents supporting the legislation and proposed reforms:
- Health and Care White Paper and Bill
 - People at the Heart of Care: Adult Social Care Reform White Paper
 - DHSC Build Back Better: 'Our Plan for Health and Social Care' Extra
- 4.7. Due to a vast amount of legislation, policy, and guidance for councils to ensure they are supporting carers in the correct way, it will be beneficial to have an NNC Carers Strategy in place. This will ensure the following:
- Statutory duties are not breached.
 - Carers are supported to stay in their caring role (if that is their wish).
 - Carers experiencing a crisis may be avoided if their needs are appropriately met.
 - Preventative solutions are in place to avoid the need for paid for care services/unnecessary hospital stays.
 - The need for carers locally is identified and the correct resources made available.
 - The NNC offer for carers is documented in a joined-up way, ensuring a plan is captured, documented, and implemented.
 - Carers voices are heard through engagement and co-production.
 - The recommissioning of carers services (October 2024) is informed by the Strategy.

5. Issues and Choices

- 5.1. Officers undertook a review of the current whole Northamptonshire Carers Strategy which was written by Northamptonshire Carers Association. The proposed new Strategy has been written by NNC officers, led by Experts by Experience, and using engagement and consultation feedback Prior to the local government reorganisation, Northamptonshire Carers were contracted by Northamptonshire County Council to provide carers services and had done so for a number of years.
- 5.2. As part of this long contracting arrangement, Northamptonshire Carers has routinely devised their own Carers Strategy for Northamptonshire. It is not known how this approach was formed, or the background behind it.
- 5.3. Northamptonshire Carers has grown as an organisation over the years and is also contracted by the Integrated Care Board and both Acute Hospitals. They are also part of the Integrated Care System pillars and bricks model and are a key provider in terms of carers services for both Health and Social Care.
- 5.4. Northamptonshire Carers have drafted a Carers Strategy for the whole of Northamptonshire - Northamptonshire Integrated All Ages Carers Support Strategy 2023 – 2027.

5.5. The draft strategy provided by Northamptonshire Carers is informative, insightful and provides a number of priorities identified countywide for carers both from a Health, and Social Care perspective. This strategy and its engagement and outcomes will partly inform the NNC Carers Strategy, as this work does capture the voice of carers in many respects.

5.6. The development of the NNC Carers Strategy included the following:

- Engagement sessions with carers living in North Northamptonshire.
- Engagement sessions with providers for carers services in North Northamptonshire.
- An Expert by Experience sitting on the Strategy Project Group.
- A joint Insight Pack developed by NNC and Public Health.
- Engagement sessions with Health colleagues.
- A survey of carers residing in North Northamptonshire.
- Analysis and inclusion of the results of the National Carers Survey.
- Mapping of services within North Northamptonshire.
- Alignment with NNCs Adult Social Care Strategy.

5.7. The above activities informed the development of the NNC All Age Carers Strategy, where 5 key priorities were identified:

- Identification and recognition.
- Information and Advice.
- Carers Breaks.
- A life alongside caring.
- Joined up systems- telling my story once

5.8. A Carers Forum will be established, the membership of this forum will be carers living in North Northamptonshire, the forum will lead on the implementation and review of the Strategy.

5.9. The draft strategy has been published for Public Consultation.

6. Next Steps

6.1. Following Executive approval, the next steps are:

| | |
|---|-----------------------------|
| Executive Committee | 18 th April 2024 |
| Carers Forum Established – to undertake coproduced reviews and implementation of the Strategy | May 2024 |
| 6-month review | October 2024 |
| New NNC Supporting Carers Contract starts | October 2024 |

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. There are no resources or financial implications arising from the proposal to adopt an All-Age Carers Strategy.

7.1.2. The Strategy implementation will be undertaken by commissioning officers as part of their day to day working.

7.2. Legal and Governance

7.2.1. Councils in England have a statutory duty under the Care Act 2014 to meet the assessed needs of carers. Having a Strategy in place supports the Council to meet this duty, alongside the Supporting Carers offer.

7.3. Relevant Policies and Plans

7.3.1. The proposed Strategy supports North Northamptonshire's Corporate Vision of being: "A place where everyone has the best opportunities and quality of life". In addition, one of North Northamptonshire Council's Key Commitments is to ensure individuals have "Active fulfilled lives" and that as an organisation we "Value and support our carers and volunteers".

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. The draft strategy has been published for public consultation.

7.5.2. The Consultation and Engagement Team supported the consultation, which was published from 29th January 2024, and ended on 3rd March 2024

7.5.3. This consultation was accessed by the public via the online NNC Consultation Hub – Citizen Space – Your Voice Matters

7.5.4. The results of the consultation were incorporated in the draft strategy and taken forward as agenda items for the Carers Forum.

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 Strategy process and ongoing work may be selected for consideration by Scrutiny.

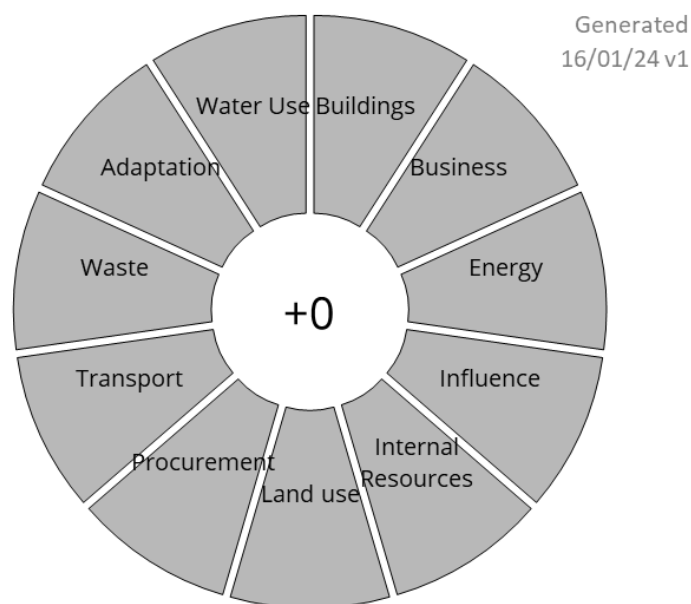
7.8. Equality Implications

7.8.1. An Equality Impact Screening has been undertaken in line with the Equality Act (2010) and identified that a full Equality Impact Assessment is not required as this activity will not adversely impact individuals with protected characteristics.

7.9. Climate Impact

7.9.1 The tool has identified a neutral score, this is due to the activity being in relation to a strategy for unpaid carers and is not a policy/service/function change, or an activity to procure new goods and services.

7.9.2 The strategy will be reviewed throughout its lifetime and will inform future commissioning. When any commissioning activity takes place, a CCIA assessment will be completed as part of the process and will identify any Climate Change Impacts.



North Northamptonshire Council has committed to being a carbon neutral organisation by 2030, 5 yrs & 11 mos

7.10. Community Impact

7.10.1. No implications identified.

7.11. Crime and Disorder Impact

7.11.1. No implications identified.

8. Background Papers

8.1 None

NORTH NORTHAMPTONSHIRE COUNCIL CAREERS STRATEGY



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Appendix A



North
Northamptonshire
Council

2024-2029

FOREWORD

Cllr Gill Mercer

Adults, Health and Wellbeing

Carers do a fantastic job looking after their loved ones. This strategy sets out how we will help them, whether it is providing information, helping them to fit caring around their day to day lives or having a well deserved break. We will also set up a Carers Forum to continue to work with carers to keep this strategy under review.



David Watts

Executive Director, Adults, Health Partnerships and Housing (DASS)

We value the significant contribution that unpaid carers make in our local communities. This strategy has been developed in partnership with unpaid carers and sets out our shared ambitions for how we will continue to support unpaid carers in their essential role.

This strategy is the start of a journey for us in further developing our offer to unpaid carers and strengthening our ability to work in partnership with unpaid carers as we move onto implementing the ambitions that are set out in this document.

We will work tirelessly in partnership with experts by experience to ensure that this strategy comes to life and begins to make a real difference to people's lives; ensuring there is an offer across north Northamptonshire that provides effective support, information and advice to improve the lives of unpaid carers as well as those individuals you support.



Alice Turrell

Expert By Experience

As a carer juggling full-time work, raising three children, and coping with close bereavements, I've intimately experienced the challenges, struggles, and exhaustion that come with caregiving. It's a journey that's as complex as it is rewarding, balancing the needs of those we care for with our own personal lives.

Every day feels like a delicate juggling act, with demands pulling us in multiple directions. But amidst it all, there's a deep sense of purpose and love that keeps us going, knowing that we're making a difference in the lives of our loved ones.

We're no strangers to the emotional toll of caregiving, from feelings of guilt and isolation to moments of resilience and overwhelming love. Yet, through it all, we find strength in connection and community, supporting each other through shared experiences.

As carers, we have a vital role in shaping strategies that support our needs. By raising our voices and advocating for greater recognition, support, and inclusivity, we can drive positive change and empower fellow carers to thrive in both their personal and professional lives.

Recognising the diversity of the carer experience is crucial. Each of us brings unique perspectives and challenges to the table, and it's essential to embrace inclusivity and cultural sensitivity in our support systems. By honouring the contributions of carers from all backgrounds, we can create a more equitable and inclusive society.

Our roles as carers are ever-evolving, responding to changing circumstances and needs. It's essential that support services and resources remain flexible and adaptable to accommodate our evolving needs at different stages of our caregiving journey.

Together, we have the power to create a future where carers are

valued, supported, and empowered. As we look ahead, let's remember the transformative power of collective action and our ability to effect meaningful change in the lives of carers and their families.

The North Northants carers strategy fills us with hope and possibility. While the challenges may seem daunting, our collective commitment to creating a more inclusive, supportive, and empowering environment for carers is unwavering.

Let's seize this opportunity to prioritise the needs of carers and invest in their well-being and success. By working together with carers and policymakers, we can create a future where carers are valued, supported, and empowered without compromise.

Together, let's remain steadfast in our commitment to building a more inclusive, supportive, and equitable society for all carers in North Northants. Through advocacy, collaboration, and empathy, we can ensure a brighter, more hopeful future for all carers in our community.



Contents

1. Definition of a Carer
2. Introduction to the Strategy
3. The Value of Care
4. Carer demographics in North Northamptonshire
5. Current offer
6. North Northamptonshire Council's Corporate Strategy
7. North Northamptonshire Council's Adult Social Care Strategy
8. What Carers have told us- what is working well
9. What Carers have told us- what isn't working well
10. Young Carers
11. Strategy Priorities
12. Measuring Success
13. Thank You
14. Further Information



Definition of a Carer

There are three statutory definitions of a Carer, these are:

The Parent Carer



The Children Act, 1989 defines this term as a person aged 18 or over, who provides or intends to provide, care for a disabled child for whom the person has parental responsibility.

The Young Carer



The Children Act, 1989 defines this term as being someone under 18 who helps to look after another person but not under a contract or scheduled voluntary work.

The Adult Carer



The Care Act, 2014 defines this as an adult, i.e., a person aged 18 or over, who is providing care and/or support for another adult, for free, but not under a contract or scheduled voluntary work.

Introduction

Welcome to our first North Northamptonshire All Age Carers Strategy, which outlines our intentions to improve and develop services and experiences for unpaid carers, of all ages, who provide care in North Northamptonshire.

It also details our commitment to work collaboratively to ensure carers are supported in the best way possible throughout their caring journey.

North Northamptonshire Council will underpin the strategy by ensuring our values and behaviours are woven throughout this strategy, and are visible at the point of delivery.



The Value of Care - some key statistics:



The most recent Census in 2021 puts the estimated number of unpaid carers across the UK at **5.7 million**

59%

Of unpaid carers are women (Census 2021). Women are more likely to become carers and to provide more hours of unpaid care than men. More women than men provide high intensity care at ages when they would expect to be in paid work (Petrillo and Bennett, 2022).



One in seven people in the workplace, in the UK, are juggling work and care (Carers UK, Juggling Work and Care, 2019).

9%

This means that around 9% of people are providing unpaid care. However, Carers UK research in 2022 estimates that the number of unpaid carers could be as high as 10.6 million (Carers UK, Carers Week 2022 research report).



Over the 10 year period between 2010-2020, every year, 4.3 million people became unpaid carers – 12,000 people a day (Petrillo and Bennett, 2022).

**£445
million**

Unpaid carers in England and Wales contribute a staggering £445 million to the economy every day – that's £162 billion per year (Petrillo and Bennett, 2023).

**£164
billion**

The value of unpaid care is equivalent to a second NHS in England and Wales, which in 2020/21 received an estimated £164 billion in funding (Petrillo and Bennett, 2023).

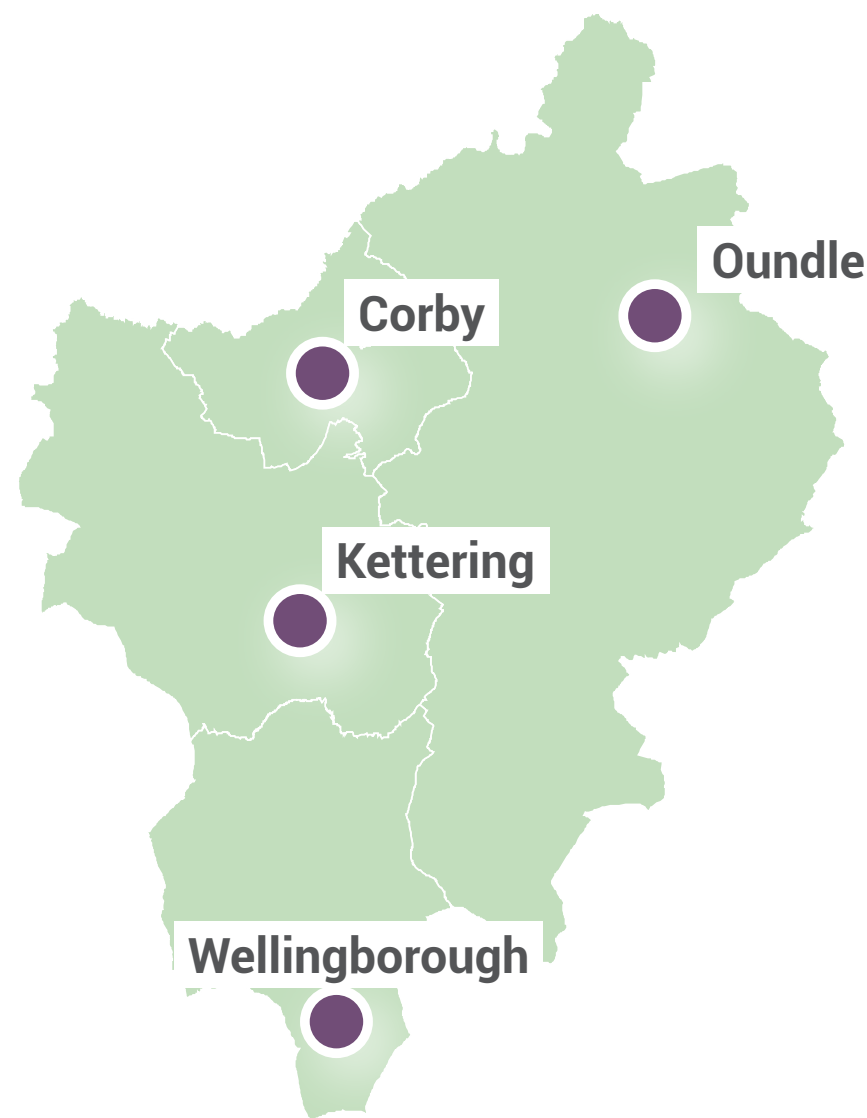
Carer Demographics in North Northamptonshire

The Census of 2021 informs us that there are currently 28,916 residents that recognise themselves as a carer in North Northamptonshire

We know of 10,190 adult carers and 756 Young Carer as they registered with our Supporting Carers Service, this service is provided by our contracted partner Northamptonshire Carers.

The Office of National Statistics (ONS) informs us of the following hours of care delivered by carers living in North Northamptonshire:

| Number of hours of care delivered per week | Number of carers providing the hours |
|--|--------------------------------------|
| 0-19 | 14,066 |
| 20-49 | 5,881 |
| 50+ | 8,969 |



Carer Demographics in North Northamptonshire

The main areas in North Northamptonshire with the highest percentage of people providing unpaid care were concentrated around Corby, Kettering, Rushden, and Wellingborough.

Of the 28,916 people providing unpaid care in North Northamptonshire, 4,944 were aged 15 and under, 1,464 were aged 16-24, 2,657 were aged 25-34, 6,818 were aged 35-49, 10,603 were aged 50-64, and 6,877 were aged 65 years and over (NOMIS Census 2021).

In North Northamptonshire, people aged 55-59 provided the most unpaid care (15.7%) (England 16.4%). At the two extremes of the age range, 1.3% of people in North Northamptonshire aged 5-17 provided unpaid care (England 1.4%), whilst 4.5% of people aged 90 and over provided unpaid care (England 4.9%). Source: Office for National Statistics (Office for National Statistics)

Among the 1 in 10 (8.6%) people in North Northamptonshire who provided unpaid care, 3.0% provided nine hours or less of unpaid care a week (England 3.2%), whilst 2.7% provided 50 or more hours of care a week



28,916

On Census Day 2021, there were 28,916 people in North Northamptonshire providing unpaid care to family and friends. This is equivalent to 8.6% of the local population aged five years and over, which is (statistically) significantly lower than the England average of 8.9% (figure 1)



33.6

% of carers who receive direct payments 2022/23 in North Northamptonshire

Current offer for Carers In North Northamptonshire

North Northamptonshire Council provide a range of services to Carers through our contracted provider- Northamptonshire Carers

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**Carers
Support
Payments**

Respite Services:
Community Companions
Crisis Response Service
Planned Break Service

**Carers
Assessment**

**Information
and Advice**

**24 Hour
Support
Line**

**Peer
Support
Program**

**Support
Groups**

Training

**Social
Groups**

**Carer
Advocacy**

Current offer for Carers In North Northamptonshire

North Northamptonshire Council provide a range of services to Young Carers through our contracted provider- Northamptonshire

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Carers
Support
Payments

Training

Mentoring

Young
Carers
Assessment

Peer
Support
Program

SEND
Sibling
Support

Transition
from Young
Carer to
Adult Carer

Information
and Advice

24 Hour
Support
Line

Emotional
Support

Support
Groups

Social
Groups and
Events

1-1 Support

Carer
Advocacy

Early Help
Assessment

Keyworker

North Northamptonshire Council's Corporate Strategy

North Northamptonshire Council was formed in April 2021, that a Corporate Strategy was developed with 6 six key commitments:

1. **Active, fulfilled lives:** We will help people live healthier, more active, independent and fulfilled lives.
2. **Better, brighter futures:** We will care for our young people, providing them with a high quality education and opportunities to help them flourish.
3. **Safe and thriving places:** We will enable a thriving and successful economy that shapes great places to live, learn, work and visit.
4. **Green, sustainable environment:** We will take a lead on improving the green environment, making the area more sustainable for generations to come.
5. **Connected Communities:** We will ensure our communities are connected with one another so they are able to shape their lives and the areas where they live.
6. **Modern public services:** We will provide efficient, effective and affordable services that make a real difference to all our local communities.

Our key commitments to help ensure that the priorities we make, now and in the future, maintain the necessary breadth of focus in those areas that we believe matter most.

North Northamptonshire Council's Corporate Strategy

What does the strategy say about Carers?

Commitment 1 - Active, fulfilled lives:

Identify the priority to value and support carers (and volunteers). As outlined below:

- Work with Northamptonshire Carers to deliver carers needs assessments, a carers forum, and other support such as a sitting service and respite care.
- Work with carers to establish the support that is needed and determine how this support can be best delivered.
- Train carers in using complex aids and equipment.
- Identify children who are carers and ensure support is in place to allow them to live their lives.
- Deliver the Carers Joint Strategic Needs Assessment (JSNA) which includes the exploration of the needs of older carers.
- Support adult carers who report that they have not had as much social contact as they would like through social prescribing.
- Ensure those in a management role within the Council are enabled to support working carers.



North Northamptonshire Council's Adult Social Care Strategy 2023- 2028

Future Strengths Based Ways of Working

- Person centered strength-based safe care
- Single route of access into adult social care with the right allocation to community places / hubs
- Information, advice and signposting embedded – conversation 1
- Carers, friends and families involved most of the time when appropriate
- Strengths based three conversations embedded with entire ASC workforce
- Co-production embedded
- Safeguarding culture owned by all to provide a person-centered outcome based on making safeguarding personal
- Reduction of handoffs between services supported by the right technology
- Appropriate and timely housing and accommodation offers
- Needs based population commissioning, contracting underpinned by integrated brokerage and commissioning based at Place



Northamptonshire All Ages Integrated Carers Support Strategy 2023 - 2027

The Northamptonshire Carers Partnership have developed an Integrated Care System All Ages Carers Support Strategy 2023-2027. The strategy focuses on progressing collaborative co-design of integrated service solutions.

The 10 categories of need identified in the strategy :

1. Carers in Crisis
2. Identification/awareness and signposting/navigation.
3. Assessments and planning* (contingency, anticipatory and advanced care*).
4. Breaks and respite and life outside caring.
5. Carers health and well-being.
6. Integrated approaches, collaborative arrangements & system priorities.
7. Young Carers and Young Adult Carers.
8. Specific cohorts and need.
9. Inclusion and diversity.
10. Poverty, disadvantage, social exclusion.



Considerations from these Strategies

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Single route of access into adult social care with the right allocation to community places / hubs

Carers, friends and families involved most of the time when appropriate

Identification/ awareness and signposting/ navigation

Focus on carers health and well-being.



Active, fulfilled lives

Connected communities

Better, brighter futures - Young Carers

Co-production embedded

Young Carers and Young Adult Carers

Information, advice and signposting embedded – conversation 1

Preventing Carers in Crisis

What Carers have told us- what **IS** working well

Page 145

Young Carers support has been amazing - very proactive with son (my carer), and also when he lost his dad, there was nowhere for grief counselling, but Young Carers service stepped in. Son was also involved in the recruitment process of Young Carers services. Carers choir and day trips have been excellent.

I value all support, as it keeps me mentally well.



My daughter is in a Supported Living arrangement, and is living a really good life, this has been a good experience for me, as it has enabled me to stay in my caring role.

I had a positive carers assessment, it identified outcomes and I was able to get some support.

What Carers have told us- what **ISN'T** working well

Page 147

There needs to be more practical support for carers, so they can get help in their role. Help with shopping, time out, etc

Financial support

It is difficult to navigate through social services and the system when you are new to such services . It isn't streamlined, which makes things stressful



I never get a regular break

Lack of support to keep me (carer) well

Make it clear what is potentially available and the criteria for that

What Carers have told us- what ISN'T working well

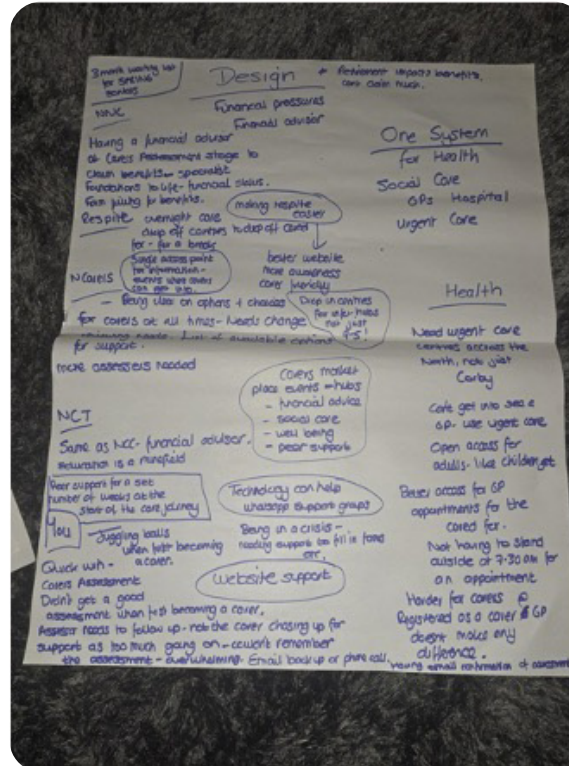
Page 148

Keep raising awareness.

Many people/spouses/offspring don't think of themselves as carers and therefore may not be aware of services available.

Ironically, at the same time, caring can be all consuming and can gradually take over a carer's life, sapping energy, confidence, earnings, experiences, healthy relationships etc

Being in a crisis situation and having to fill out forms/red tape



Having a bad carers assessment, with no follow up

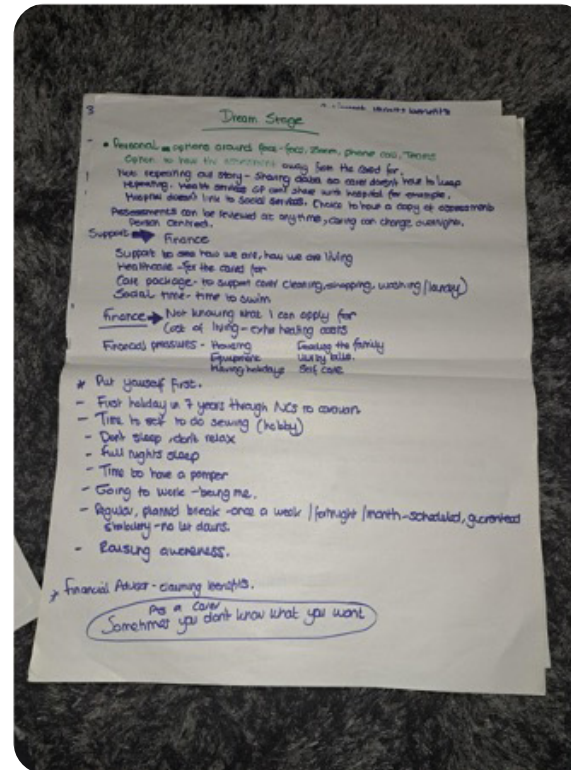
What Carers have told us - THE DREAM

Page 149

Not repeating my story, more joined up services

Peer support, a buddy.

An online carers directory – so I can easily access support



A regular planned break

A full nights sleep

A one stop shop for information and advice - a single point of contact

Young Carers

Northamptonshire Carers completed a survey with Young Carers. The organisation acknowledges that the response to the survey is low in numbers (10), but are confident that survey findings reliably represent the issues, impacts and support needs of local Young Carers, as the local findings are consistent with a range of other national Young Carers research.

Some key information gathered from the survey:

- 40% are caring for more than 1 person
- 30% estimated they were caring for 50 hours plus and 30% for 40 hours. 30% said 'Other'
- 50% of respondents had their own mental health needs
- 40% had found it 'difficult' to get support, 60% had found it 'neither easy or difficult'
- 60% were caring for a parent, 70% for a sibling and 10% for a child.
- The main sources of help and support were: family and friends, Northamptonshire Carers, education, doctor, social services, school counsellors and community groups

Young Carers were asked: What types of services and support do Carers need in the future?

- Mental health support
- Just someone to understand and to talk to
- I think places of education do need to be better at supporting Carers and doing so in a timely manner
- More activities for Carers
- 1:1 time with Young Carer Workers

Northamptonshire Young Carers have produced a short film which highlights **what it means to be a Young Carer**

Young Carers One Million of Us x subs (youtube.com)

Key Strategic Priorities

Following the gathering of data and feedback, we have been able to identify the key priorities of carers in North Northamptonshire

**Identification
and
recognition**

**Joined up
systems- telling
my story once**

**A Life
Alongside
Caring**

**Carers
breaks**

**Information
and advice**

Identification and Recognition

What else did Carers tell us?

- Carers living in North Northamptonshire have informed us that more needs to be done to identify carers. More awareness campaigns to encourage carers to recognise themselves as a carer is required.
- This is further supported through the Census data, with 28,916 carers identifying themselves as Carers, but only 10,190 Adult and 756 Young Carers are registered with North Northants Council.

What will we do?

- Collaborate with, and support the Provider, to improve on promoting and delivering awareness campaigns, events and support available for all Carers,
- Work with Northamptonshire Children's Trust to ensure awareness about Young Carers is promoted widely, to enable children and/or their family or friends, to recognise themselves as Carers,
- Improve North Northamptonshire Council's website information for Carers and clearly signpost them to a range of supportive services,
- Hold an Annual Carers Fair in Partnership with local organisations and voluntary sector groups (VCSE)
- In partnership with Public Health, produce a Carers Insight Pack , which presents the key facts and needs of carers living in North Northamptonshire. Local and national data will be utilised wherever possible to highlight important issues which may lead to recommendations for further, more detailed work such as deep-dives, JSNAs (Joint Strategic Needs Assessments) and service reviews.



Identification and Advice

What else did Carers tell us?

- The overwhelming impression was that improvements are needed regarding Information & Advice.

Carers told us that Information and Advice needs to be :

- Clear
- Easily Available
- Accessible
- In one place
- Age appropriate (Young Carers)

Carers told us that their priority topics for Information and Advice are :

- Finances
- Support for Carer Health and Wellbeing
- Support for Cared for – such a support group info related to a condition or diagnosis
- Training, such as manual handling , or how to administer medication
- Understanding the social care system.

What will we do?

- Support our contracted Provider to better deliver Information and Advice services by working in partnership with them
- Co-produce Information and Advice services when recommissioning the Supporting Carers Service (current contract ends 30th September 2024), ensuring future services meet the expectations set out by Carers during the engagement sessions,
- Support Northamptonshire Children’s Trust to undertake a service review on their provision of services for Young Carer, collaboratively map out these services, and identify gaps,
- Work with local VCSE sector organisations to explore the possibility of a one-stop shop for financial advice for Carers. Financial information, advice and support in one place was a “dream” scenario for carers attending the engagement workshops. The “dream” was described as a “Money Saving Expert (Martin Lewis) for carers”
- Work with our contracted Provider and internal NNC services to ensure all related documentation is accessible online, and provide information in other formats as requested,
- Produce an online directory of Carers Services available in North Northamptonshire in partnership with our contracted Provider and the VCSE.

Carers Breaks

What else did Carers tell us?

Much of the feedback received during our engagement with Carers indicated that Carers need a break in order to focus on their own health and wellbeing. The following statements have been taken from Carers taking part in our engagement forums:

- "To have a regular break once a week, even if only for an hour, to have a coffee and read a magazine alone".
- "Swimming relaxes me, I want to be able to go and not have to worry" (about the cared for).
- "Sometimes being a Carer is overwhelming, appointments, paperwork, finances applying for this that and the other. A weekend away, without any responsibility would take some pressure off."
- "I have my own health issues, it is difficult to manage my own health needs when I have to look after my husband."
- "I crave a full nights sleep, without any interruptions."
- "Working full time and caring is a constant juggle. I feel like I can never truly relax."
- "Meeting my friends for a girls night out, and not having to worry about caring and having a hangover the next day would be such a treat! I can't do this at the moment, as I have no-one to care for my adult child to give me that break."

What will we do?

- Review the current Carers breaks elements that sit within our Supporting Carers offer, which is contracted to our Provider. Once this review is completed, analyse how the services are utilised, the demand for services and how we can improve Carers breaks.
- Review the current provision for Young Carers, which is contracted to our current Provider. Once completed, analyse how the services are utilised, the demand for services and how we can improve time away from caring for Young Carers
- Undertake a mapping exercise of available respite for Parent Carers in North Northants
- Undertake a mapping exercise of available respite available within NNC services
- Understand what the VCSE sector can offer, in terms of breaks for Carers, and how these can be utilised.
- Ensure that these offers are easy to understand.
- Promote Carers breaks offers more widely.

A life alongside caring

What else did Carers tell us?

- In addition to needing a break, it was clear that Carers also needed to retain their own identity, and have opportunities to access things that were important to them, such as hobbies, support groups, education, work and volunteering.

What will we do?

- Raise awareness of the caring role with local employers and businesses, including their legal duties to Carers
- Increase the number of employers in North Northamptonshire to sign up to the Carer Friendly Employer Accreditation Scheme provided by Northamptonshire Carers
- Raise awareness of Young Carers in local schools, colleges and educational settings
- Through our Supporting Carers Service Offer, ensure there is a robust provision for Carers interested in starting/returning to work, accessing education opportunities or seeking to volunteer. This will include support with CV writing, interview skills and opportunities in personal development.
- In collaboration with the NCT, Northamptonshire Carers and local organisations, map services that are available for children, to enable Young Carers to have easy access to all educational and wellbeing support on offer.
- Undertake an in-depth review of the wide range of support and social groups available to all ages of Carers through the current Supporting Carers Service offer. Continue to provide these services in partnership with our contracted provider.
- Promote, more widely, the support available and the social groups that are available to all age Carers.



Joined up systems- telling my story once

What else did Carers tell us?

- We were informed that Carers often have to repeat their story to a multitude of different professionals, this can be tiring, overwhelming, frustrating and lengthy.
- Carers felt that this often led to barriers, delays in receiving services and not establishing relationships with professionals.
- Carers also felt that they couldn't follow their own journey, or the journey of the cared for person easily. One carer told us that they could easily track a parcel out for delivery, but they couldn't track where their loved one was in Adult Social Care system.

What will we do?

- Work closely with the Northamptonshire Carers Partnership and the Integrated Care System (All Ages Carers Support Strategy 2023-2027), to understand the challenges faced by carers and the systems they encounter. Work together to make improvements across the Integrated Care System.
- Develop a Carers Portal, by working with internal NNC teams to explore the possibility of a dedicated Carers Portal through the NNC website, so that Carers can track their cared-for persons' journey through Adult Social Care.
- Understand how Young Carers experience contact with professionals, and explore ways of how we can make improvements.

Measuring Success

The tools we will use to measure success :

- Engagement with Carers via workshops, focus groups and an annual satisfaction survey.
- Work with our contracted providers and review performance on a quarterly basis.
- Set up an Expert-by-Experience Carers Board to monitor the implementation of the strategy.

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| Priority | How we will measure success |
|--------------------------------|--|
| Identification and Recognition | <ul style="list-style-type: none"> • Increased number of registered carers of all ages • A more diverse group of registered carers • A completed Carers Insight Pack |
| Information and Advice | <ul style="list-style-type: none"> • Carers reporting it is easy/easier to access Information and Advice • A one-stop shop for financial advice for Carers is available • Accessible information is more widely available • An online directory of Carers services is available |
| Carers Breaks | <ul style="list-style-type: none"> • Completion of service reviews for both Adult and Young Carers breaks • Improvements to the carers break offer in the new Supporting Carers Service • Links with the VCSE sector are in place, and carers breaks offers are available • A clear pathway to access carers breaks is established • Carers are aware of the offers available • Carers reporting they are receiving a break • Carers reporting a variety of break |

| Priority | How we will measure success |
|--|---|
| A life alongside caring | <ul style="list-style-type: none"> • Increased attendances to support/social groups offered via the Supporting Carers Service • Carers reporting they are supported to start or remain in employment • Increase in employees signing up to the Carer Friendly Employer Accreditation Scheme provided by Northamptonshire Carers • Carers reporting they are able to take time to engage in their hobby/social group/events • Young Carers reporting they are accessing education as they wish • Young Carers reporting they are not educationally disadvantaged |
| Joined up systems- telling my story, only once | <ul style="list-style-type: none"> • Coproduction with the Integrated Care System and partners to make improvements • A carers portal on the NNC website is available for carers to follow their own, or their cared for persons journey • Carers reporting satisfaction with more joined up services |

Thank you

The development of this strategy would not have been possible without the valuable contributions and support from the following individuals, organisations and groups :

- Experts by Experience – individuals engaging in workshops, project boards and local bespoke surveys
- Carers UK
- Northamptonshire Carers
- Northamptonshire Young Carers
- Northamptonshire Carers Partnership
- North Northants LGBT+ Forum

Further Information

National Information

- State of Caring survey | Carers UK
- People at the Heart of Care: adult social care reform white paper - GOV.UK (www.gov.uk)
- Care Act 2014 (legislation.gov.uk)
- Children and Families Act 2014 (legislation.gov.uk)
- Informal carers - House of Commons Library (parliament.uk)
- Measures from the Adult Social Care Outcomes Framework - NHS Digital
- Unpaid carers in the Armed Forces community | Research | Royal British Legion
- Measures from the Adult Social Care Outcomes Framework - NHS Digital

Local Information

- Corporate plan | North Northamptonshire Council (northnorthants.gov.uk)
- Carers | North Northamptonshire Council (northnorthants.gov.uk)
- Northamptonshire Carers Association (northamptonshire-carers.org)
- LGBT Forum
- Carers partnership | Northamptonshire Carers Association (northamptonshire-carers.org)

Appendix B



NNC commission the following services under the Supporting Carers offer, Northamptonshire Carers Association are the contracted provider :

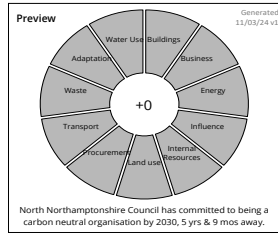
- Carers Support/helpline (24 hours)
- Information and Advice Service including signposting
- Carers Assessments
- Emergency Home Support Plans
- Carers advocacy
- Maintaining carers register
- Supporting carers to transition when the caring role ends
- Carers Support Payments
- An annual review of the carers support plan
- Training and awareness session for the cared for person condition or diagnosis
- Carers supported to remain in, or have access to education, training, employment, or volunteering
- Social activities for the carer
- Respite services- Community Companions, Crisis Response, Planned Breaks Service

Young carers support

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Climate Change Impact Assessment Tool (v1)

| | |
|----------------------------|---|
| Directorate & Service Area | Commissioning and Performance Adult Social Care |
| Report Name | North Northamptonshire Council All Age Carers Strategy |
| Report date | 15th January 2024 |
| Report author & role | Andrea Adams Commissioning Manager |
| Proposal Summary | NNC have developed an All-Age Carers Strategy which outlines our intentions to improve and develop services and experiences for unpaid carers, of all ages, who provide care in North |
| Export filename | North Northamptonshire Council All Age Carers Strategy_CCIA 15th January 2024 .png |



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Copy to clipboard

Save to desktop

Copy alt-text



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|---|------------------|---|
| Buildings | Building construction | N/A | | N/A to the strategy |
| Buildings | Building use | N/A | | N/A to the strategy |
| Buildings | Green / blue infrastructure | N/A | | N/A to the strategy |
| Buildings | | | | |
| Business | Developing green businesses | Not a developing green business | | N/A to the strategy |
| Business | Marketable skills & training | This activity provide training to individuals and businesses in improving their climate change performance, or in developing marketable green skills | | N/A to the strategy |
| Business | Sustainability in business | This activity does not support businesses in applying best practice and sustainable solutions in their existing business model and supply chains | | N/A to the strategy |
| Business | | | | |
| Energy | Energy efficiency | This does not activity optimise energy consumption and resource utilisation within council-owned facilities, operations, and services | | N/A to the strategy |
| Energy | Reducing energy demand | This activity does not change overall energy demand? | | N/A to the strategy |
| Energy | Switching to low-carbon energy supply | This activity does not involve an increase or decrease in static fossil fuel technologies (transport is covered later) | | N/A to the strategy |
| Energy | | | | |
| Influence | Communication & engagement | This activity does not increase awareness of climate change, and our actions to address climate change issues. | | N/A to the strategy |
| Influence | Wider influence | This activity does not result in us gaining authority on a climate change issues | | N/A to the strategy |
| Influence | Working with communities | This activity does not help build awareness, willingness, and skills in our communities to address climate change | | N/A to the strategy |
| Influence | Working with partners | The strategy is for unpaid carers (general public) | | N/A to the strategy |
| Influence | | | | |
| Internal Resources | Material / infrastructure requirement | This activity does not result in us using more or less of our existing infrastructure, supplies and council resources | | N/A to the strategy |
| Internal Resources | Staff time requirement | Staff do not have to work more or less on this activity | | N/A to the strategy |
| Internal Resources | Staff travel requirement | This activity does not mean that staff will need to travel more or less | | N/A to the strategy |
| Internal Resources | External funding | We are not able to leverage additional support for the activity from external funders | | N/A to the strategy |
| Internal Resources | | | | |
| Land use | Carbon storage | This project does not result in a net increase or decrease in land carbon storage | | N/A to the strategy |
| Land use | Improving biodiversity adaptation | This activity does not help or hinder the natural world's ability to cope with climate change | | N/A to the strategy |
| Land use | Natural flood management | This activity does not reduce or increase the risk of flooding due to changes in land use | | N/A to the strategy |
| Land use | | | | |
| Procurement | Food & Drink | N/A | | N/A to the strategy |
| Procurement | Products | We are not increasing overall consumption of products or decreasing them | | N/A to the strategy |
| Procurement | Single-use plastic | N/A | | N/A to the strategy |
| Procurement | Services | N/A | | N/A to the strategy |
| Procurement | | | | |
| Transport | Decarbonising vehicles | This activity does not increase or decrease the use of fossil-fuelled vehicles | | N/A to the strategy |
| Transport | Improving infrastructure | This activity does not increase or decrease the opportunities within the borough for low carbon forms of travel | | N/A to the strategy |
| Transport | Demand reduction | This activity does not decrease or increase the need for motorised travel or promote sustainable modes of transportation | | N/A to the strategy |
| Transport | Supporting people to use public transport | This activity does not relate to public transport | | N/A to the strategy |
| Transport | Supporting people to use active travel | This activity does not relate to active travel | | N/A to the strategy |
| Transport | | | | |
| Waste | End of life disposal / recycling | This activity is not expect this activity to increase or decrease the proportion of waste which is recycled | | N/A to the strategy |
| Waste | Waste volume | N/A | | N/A to the strategy |
| Waste | | | | |
| Adaptation | Drought vulnerability | N/A | | N/A to the strategy |
| Adaptation | Flooding vulnerability | N/A | | N/A to the strategy |
| Adaptation | Heatwave vulnerability | Heatwaves may have an impact of some carers as their cared for person may be vulnerable to heatwaves due to their health. The activity is in relation to providing or procuring direct services, but we ensure we are supporting carers with Public Health advice and support about heatwaves | | |
| Adaptation | | | | |
| Water Use | Improving water-use efficiency | N/A | | N/A to the strategy |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|--|
| Report Title | Northamptonshire Serious Violence Duty Strategy 2023 to 2025 |
| Lead Member | Councillor Mark Rowley – Executive Member for Housing, Communities and Levelling Up |
| Report Author | Jane Bethea – Director of Public Health & Wellbeing Mike Greenway – Strategic Lead for Community Safety |

| | |
|--|---|
| 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 | N/A |
| Which Corporate Plan priority does the report most closely align with? | Safe and thriving places |

List of Appendices

Appendix A – Northamptonshire Serious Violence Duty Strategy 2023 to 2025

Appendix B – Investment profile 2023/24

Appendix C – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1. This report asks the Executive to endorse and adopt the Northamptonshire Serious Violence Duty Strategy 2023-25 (the strategy).
- 1.2. The strategy is a partnership response to the requirements of the Serious Violence Duty placed on five specified authorities. As a unitary local authority, North Northamptonshire Council is a specified authority.

2. Executive Summary

- 2.1. The Serious Violence Duty (the duty) was introduced by the Government as part of the Police, Crime and Sentencing Act 2022. This was in response to rising levels of knife crime, gun crime and homicides in the UK. It came into effect on 31st January 2023.
- 2.2. The duty places a responsibility on certain specified authorities, which includes local authorities, to work together to identify what the levels of serious violence are in the local area and implement a delivery plan to tackle and reduce it. The specified authorities have created a partnership to meet the aspects of the duty called the Northamptonshire Serious Violence Prevention Partnership (NSVPP).
- 2.3. Identifying the levels of serious violence, and the causal factors has been undertaken through a Strategic Needs Assessment (SNA). The SNA was produced using multiple data and information sets covering 5 years' worth of data from across the partnership base. This was considered critical so the partnership approach to tackling serious violence reflects not just policing and crime data, but also data from NHS services, youth offending, probation, housing, public health and schools and education.
- 2.4. The SNA found that 7.1% of all crimes across the 5-year dataset analysis were serious violence crimes. Rape and sexual offences accounted for 49% of serious violence, followed by knife crime (25.9%) and robbery (17.3%). The key drivers for serious violence across Northamptonshire are: deprivation and poverty - with 35.5% of serious violence occurring in the most deprived areas of the county across the 5 year analysis; emotional and mental health issues; substance misuse and adverse childhood experiences.
- 2.5. The SNA made 17 recommendations, which have informed and shaped the strategy. The strategic themes focus on leadership and cultural change; data sharing, evidence and evaluation; tackling vulnerabilities and delivering place-based interventions.
- 2.6. The Home Office has allocated funding to support local delivery, through each of the police and crime commissioner's offices. This funding has supported interventions in 2023/24 and a further allocation will be available in 2024/25.

3. Recommendations

- 3.1 It is recommended that the Executive:
 - a) Adopts the Northamptonshire Serious Violence Duty Strategy 2023-25; and
 - b) Delegates authority to the Executive Member for Housing, Communities and Levelling Up in consultation with the Director of Public Health and

Wellbeing to ensure the strategy is implemented through the Northamptonshire Serious Violence Prevention Partnership.

- 3.2 Reason for Recommendations – to ensure that the Council, as a specified partner, meets the requirements of the Serious Violence Duty.
- 3.3 Alternative Options Considered – The only alternative option would be not to adopt the strategy. This would have significant negative impact on our ability to fulfil all parts of the duty and our role in ensuring equitable investment of the Home Office funding for North Northamptonshire would be compromised.

4. Report Background

- 4.1. Serious violence can be devastating. Northamptonshire has seen several tragedies with young people losing their lives and many other incidents where victims and their families are affected severely.
- 4.2. It has been widely recognised for some time that arrests of and enforcement against the perpetrators of such crime cannot solve the problems alone. The introduction of the Serious Violence Duty as part of the Police, Crime and Sentencing Act 2022 puts a much stronger emphasis on preventative approaches to tackling serious violence. Several organisations are specified authorities under the duty:
- Local authorities.
 - Police constabulary.
 - Integrated Care Board NHS.
 - Justice: Probation Service and Youth Offending Service.
 - Fire and Rescue Service.
- 4.3. The duty requires the specified authorities to work together to address the following:
- Consider what serious violence is in their locality,
 - Create a definition of serious violence,
 - Identify causal factors relating to this serious violence, and
 - Implement a delivery plan to reduce it.
- 4.4. While Police and Crime Commissioners are not specified authorities under the duty, they have convening powers and are the responsible bodies for the Government's funding to support the delivery of the duty strategy in the local area.
- 4.5. The Office of the Northamptonshire Police, Fire and Crime Commissioner (OPFCC) are using their convening powers to bring the specified authorities together and deliver the above requirements. The Northamptonshire Serious Violence Prevention Partnership (NVSP) was formed as a multi-agency

partnership to develop and deliver the duty for the county, representing the five specified authorities and other key partners. The following Council officers are part of the NVSPP's Steering Group:

- Deputy Director of Public Health
- Strategic Lead for Community Safety
- Safer Communities Officer (Serious Violence Reduction)

Each specified authority has a Senior Responsible Officer (SRO) for the duty. The Council's SRO is the Director of Public Health and Wellbeing.

- 4.6. To understand what the levels and types of serious violence occurring in Northamptonshire are a Strategic Needs Assessment (SNA) has been produced. It was informed and scoped by a comprehensive analysis of 5 years' worth of data from across the partnership base, including police and crime data, education and schools, probation and youth offending, housing, public health and NHS services.
- 4.7. The SNA identified that serious violence crimes accounted for 7.1% of all crimes occurring across the 5-year period. Rape and sexual offences accounted for 49% of serious violence overall, which was followed by knife crime at 25.9% and robbery (business and personal) at 17.3%. Serious violence has impacted on every local area in the county with 35.5% of serious violence occurring in the most deprived areas, based on Local Super Output Areas (LSOA).
- 4.8. The SNA has translated the findings from the analysis into 17 recommendations. These have informed and shaped the strategy and the action plan (**Appendix A**). The strategy outlines the commitments and priorities for the NSVPP, and how it will work with the communities of Northamptonshire to prevent serious violence. There will be a particular focus on children and young people under the age of 25. The strategy was formally launched by the NSVPP on 6 March 2024 at an event held at the Guildhall Northampton.
- 4.9. The funding allocation from the Home Office for Northamptonshire in 2023/24 has been utilised two-fold. A proportion of the funding has supported the production of the SNA and the strategy development. The other proportion has supported a wide range of interventions in local areas across the county and they are:-
 - The Saints Foundation – Engage Programme
 - NDAS – Your Power 2 Change DA Perpetrator Programme
 - Family support Link – Parents Under Pressure Programme
 - The Safety Box- Knife Crime intervention (via Probation)
 - Upskill U – Schools based awareness sessions and workshops (Northants Police week of action), Exodus.
 - Northants Police – weeks of action.
 - Free2Talk – Youth Knowledge Bank

- Northamptonshire Children’s Trust – Participation Team- Engagement Videos
 - Bleed Kit and Mannequin – Fire service Engagement Team, OPFCC Youthwork Team, LA Serious Violence Coordinators
 - Blue Butterfly – Northants Police
 - Primary School Healthy Relationships Programme - Life Education
 - Crimestoppers- Fearless
- 4.10. The 2024/25 funding allocation will be targeted to activities and operations that will deliver the strategy and the action plan. The OPFCC, through its fund holding agreements with the Home Office, is currently managing a grant application process for projects and initiatives for utilising the 2024/25 funding. The specified partners are engaged with the process including evaluation of project bids to ensure an equitable range of projects across both north and west Northamptonshire.
- 4.11. The Home Office funding is supporting dedicated resources for the duty and the NSVPP. A delivery manager on a fixed-term contract within the OPFCC co-ordinates partnership activity overall. Northamptonshire Observatory has undertaken the SNA and will be supporting further analytical work going forward. Alongside this, both North Northamptonshire Council and West Northamptonshire Council are receiving a proportion of the funding to support 50% of the salary costs for an officer in each council to co-ordinate local activity. In the Council’s case this is the Safer Communities Officer (Serious Violence Reduction).

5. Issues and Choices

- 5.1. The duty is statutory and applies to the specified authorities listed in 4.1 above; however, it is a fundamental part of the duty that they work collaboratively to deliver the requirements. This is the basis of establishing the NSVPP.
- 5.2. Several years ago, some areas of the country were identified for establishing Violence Reduction Units (VRU). These areas have largely been cities and metropolitan areas where serious violence, particularly around gun crime and knife crime was prolific. VRUs have mainly been led and managed by police forces, which in some cases has prevented a wider input from other organisations able to bring effective public health approaches. Most recently, and with the establishment of the duty, they have progressed to become Violence Reduction Partnerships (VRP). This is recognised as much more effective way of embedding a public health and preventative approach to tackling serious violence, and not one focused solely on enforcement against the criminals and gang leaders.
- 5.3. The learning and experiences of VRUs has shaped and informed the duty. In addition to this, a higher regard is being given to the importance of having an established partnership arrangement to deliver the duty locally. The

establishment of the NSVPP fulfils this requirement and reflects the approach of other parts of the country.

5.4. The strategy sets the mission, values and focus for how the NSVPP will work with the communities of Northamptonshire to prevent serious violence. It is widely recognised that violence is preventable, and our communities should be able to feel safe and free from the threat of violence. The aims of the NSVPP are to:

- Stabilise and reduce violence in the short-term.
- Understand the underlying causes of violence in Northamptonshire.
- Co-ordinate Northamptonshire's communities and public organisations to address those causes in the long-term.

5.5. To achieve this, the NSVPP will follow a public health approach to preventing and tackling serious violence. This recognises an approach that follows the following steps:

1. Gain a clear understanding of violence by defining and monitoring the extent of the problem.
2. Identify risk and protective factors that may be causing violence due to their presence or absence.
3. Develop, trial and evaluate interventions to reduce risks and enhance protective factors
4. Roll out effective interventions based on evidence of what works.

6. Next Steps

6.1. The strategy was formally launched on 6th March 2024 at an event held at the Guildhall Northampton. A Members' briefing was also held via MS Teams on 28th February 2024.

6.2. The next steps are for the NVSPP to implement the strategy through the action plan.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The Government is making funding available to localities to support the specified authorities with the delivery of their strategies. Police and Crime Commissioner's offices have convening and fund holding powers under the SVD and as such are responsible to Government for the management of those funds. The local SVD arrangements involving the specified partners take decisions on funding allocations.

7.1.2. For the current financial year 2023/24, the funding allocation was £360,000. For financial year 2024/25 it will be £570,274. As referred to in para 4.4 above, the

Home Office agreed the Labour and Non-Labour (intervention) costs. This financial year's allocation has been targeted to a range of interventions through a simplified bidding process (**Appendix B** refers). The main reason for this has been the time constraints with producing the SNA and the strategy. Several existing county-wide projects have benefited from the extra funding adding value and enhancing their objectives.

- 7.1.3. For financial year 2024/25, there will be a competitive bidding process for the grant funding (£570K). A market engagement event was held in early autumn 2023 for interested providers and organisations to discuss and help shape the approach. The grant scheme opened on 26th January 2024 for three weeks to 16th February 2024 whereby organisations made applications. Evaluation and moderation processes are in the final stages and Grant Awards will be made shortly.
- 7.1.4. The Grant Allocation has provisions for splitting the funds between labour costs (associated with preparing and developing the SNA and strategies, including analysis, local co-ordinating officers, etc.); and non-labour costs (associated with intervention projects and solutions etc.).
- 7.1.5. All transactional processes covering payments of grants for projects and other costs will be undertaken by the OPFCC in line with the terms of the Home Office Grant Agreement highlighted in 7.1.1 above.
- 7.1.6. The funding from the Home Office is currently up to 31st March 2025. Beyond that, the specified authorities will need to have collectively agreed any future investment plans in order to continue fulfilling the requirements of the duty. This will require looking at where successful interventions to deliver the duty can be included in mainstream work or where other resources can be secured for such activity. Further work on this will be undertaken over the next 6 months and included within the MTFP if necessary.

7.2. **Legal and Governance**

- 7.2.1 As set out earlier in this report, the duty is statutory and the Council is a specified partner. Currently, the work to deliver the duty and the strategy is through the NSVPP, with oversight from each community safety partnership (CSP). The Council is also the responsible local authority partner within the North Northants CSP, through the Director of Public Health and Wellbeing and the Executive Member for Housing, Communities and Levelling Up.
- 7.2.2 While decisions on allocating the Home Office funding are taken through the NSVPP, as set out in section 7.1 above, there may be situations where the Council needs to consider any future governance implications for itself as a specified partner. Such matters will be presented to the Executive for consideration with advice from the Monitoring Officer.

7.3. Relevant Policies and Plans

- 7.3.1 The duty and the strategy align significantly with the Community Safety Partnership Plan 2022-25 and the delivery plans of the Combatting Drugs and Alcohol Partnership. All aspects of the work of these areas are underpinned by a public health approach, which places a significant focus on prevention and early intervention.
- 7.3.2 The strategy will support our Corporate Plan priority of 'Safe and Thriving Places', particularly with tackling the root causes of difficult issues that lead to crime and ASB. There are other aspects of our Corporate Plan priorities the strategy will support including active and fulfilled lives, better and brighter futures and connected communities.

7.4. Risk

- 7.4.1 There are no immediate financial risks associated with the duty and the strategy's delivery, largely due to the Home Office funding in place to 2025. However, as set out in the financial sections of this report, consideration will need to be given to future investment requirements.
- 7.4.2 As with any partnership arrangement, effective delivery of its strategy and plans requires commitment from each partner organisation. The duty is upon each of the specified authorities; however, there are risks associated with changes in an individual organisation's priorities, especially financial with the current climate. The NSVPP will monitor this closely.

7.5. Consultation

- 7.5.1. Preparation of the strategy involved consultation with key stakeholders, which included the Home Office in relation to it meeting the requirements of the duty and the funding arrangements.
- 7.5.2. NSVPP held a stakeholders' event in November 2023 to engage a wide range of partners, delivery organisations across the public and voluntary sectors. This helped shape the final version of the strategy and the action plans.

7.6. Consideration by Executive Advisory Panel

- 7.6.1. The strategy has not been presented to an EAP as this is not singularly a Council strategy. The strategy has been developed via a partnership arrangement in which the Council is a specified authority.

7.7. Consideration by Scrutiny

- 7.7.1 The strategy has not been presented to Scrutiny at this stage. However, it was highlighted at a Members' briefing event around the duty and the strategy that

consideration could be given to Health Scrutiny receiving updates on progress with delivery and where key interventions are making a difference.

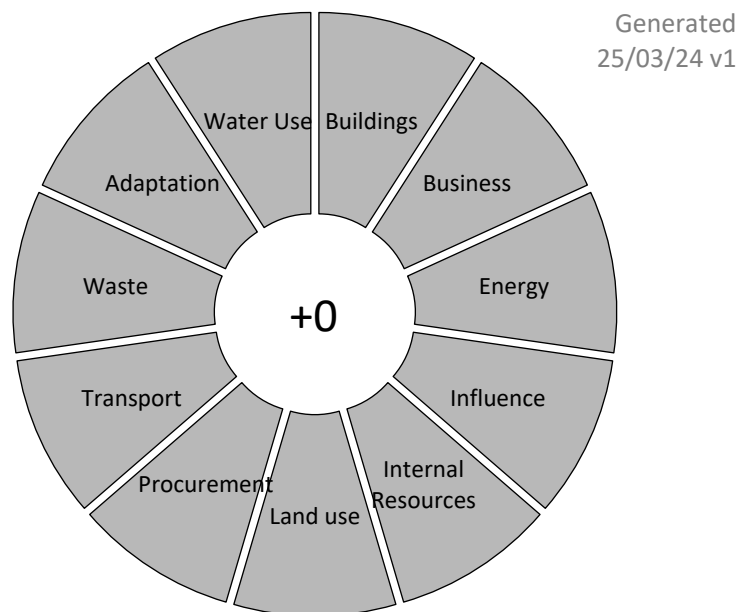
7.8. Equality Implications

7.8.1. An Equalities Screening Assessment has been undertaken and is listed as a background paper in section 8. The ESA has identified only positive and neutral impacts in relation to the equality groups.

7.9. Climate Impact

7.9.1 With the Council's declaration of a climate emergency in July 2021 and the approval of the Carbon Management Plan in December 2022, we have committed to working towards becoming a carbon neutral council by 2030.

7.9.2 An assessment of the strategy against the Climate Change Impact Assessment tool (**Appendix C** refers) indicates no impacts for each of the categories.



North Northamptonshire Council has committed to being a carbon neutral organisation by 2030, 5 yrs & 9 mos away.

7.10. Community Impact

7.10.1. Serious violence impacts significantly on communities as well as individuals and their families. The consequences can be devastating for everyone and when serious violence occurs, including tragedies, the impact on the local community can cause tensions and reprisals.

7.10.2. The strategy will be embedded into our approaches and arrangements to locality working and the Local Area Partnerships that are in place.

7.11. Crime and Disorder Impact

7.11.1. The duty and the strategy make a significant contribution to keeping people safer and being able to live better and healthier lives. The range of interventions the strategy will cover will aim to prevent people from becoming involved in serious violence, which affects them and their families.

8. Background Papers

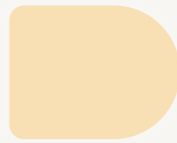
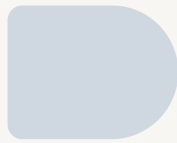
8.1 The following documents support this report:-

- Serious Violence Duty
- North Northants Community Safety Partnership Plan 2022-25
- Equalities Screening Assessment

Serious Violence Duty Strategy

January 2024

2023 - 2025



Acknowledgements

We would like to thank representatives of all the specified authorities for their support and assistance in the production of this Strategy and the Strategic Needs Assessment (SNA) which underpins it. We would also like to acknowledge the positive interactions and engagement we have had with several community and voluntary organisations and members of the public who responded to our multiple requests for critique, debate and provision of information, which has allowed us to reach this point.

BSERVATORY

We would also like to acknowledge the support and expertise of the Northamptonshire Observatory for providing analysis of the multiple data sets that made up the Strategic Needs Assessment. Without this and the huge amount of work undertaken by them within a short timeframe, we would not be as far advanced in our thinking as we are.

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Foreword

Northamptonshire is a safe place, but we are not immune to the scourge of violence that has become too prominent in today's society. Our efforts must focus on preventing violence from occurring in the first place. Whilst most serious violence is carried out by adults within our communities, too many children and young people witness, are victim to, or undertake violence in the county.

National and international research and data on violence prevention suggests indicators of criminal behaviour can be evident within early years and primary age children, leading to long-term impacts for individuals, families and communities. We must become more co-ordinated and create greater access to preventative provision for the very people who are most vulnerable to violence, by enabling them to build the very best lives they can here in Northamptonshire.

The Serious Violence Duty (SVD) gives us the opportunity to build on the fantastic work already being delivered across the county, whilst also learning from national Violence Reduction Units and international research on violence prevention.

The Serious Violence Duty, introduced in January 2023, has provided additional focus and impetus to the work to tackle violence in Northamptonshire. This has seen agencies including justice services, health, local authorities, Northamptonshire Children's Trust (social care, youth offending, early help), Northamptonshire Police and Northamptonshire Fire and Rescue Service brought together by Northamptonshire's Office of the Police, Fire and Crime Commissioner to develop this joint strategy.

All agencies have provided data on a level not seen before in the county to allow them to better understand the issues that cause violence to occur, where and by whom, and to identify those that are more likely to become victims. This analysis

has started to identify some clear themes around the shape and nature of violence in our county. These include sexual violence, violence involving young people, and contributory factors such as substance misuse and mental health. It has allowed us to consider options which seek to address the long-term causal factors, rather than simply seeking to tackle it as it occurs.

We must be brave and creative, working together with children, young people and communities in the county. Long-term change is required, and we must commit to preventative outcomes delivered over a sustained period, as well as learning and adapting where we need to.

Violence is infectious. It is capable of being passed from one generation to the next. Together, the Northamptonshire Serious Violence Prevention Partnership has the opportunity to treat the very causes of violence in Northamptonshire. There is no such thing as an acceptable level of violence.

Violence is preventable not inevitable.

Northamptonshire Probation Trust



Kate North
Head of Northamptonshire
Probation Service

Northamptonshire Children's Trust



Colin Foster
Chief Executive

Northamptonshire Police



Adam Ward
Chief Superintendent

Northamptonshire Fire and Rescue



Simon Tuhill
Interim Chief Fire Officer

West Northamptonshire Council



Jane Carr
Director of Communities & Opportunities

West Northamptonshire Council



Sally Burns
Director Public Health

North Northamptonshire Council



Jane Bethea
Director of Public Health & Wellbeing

Integrated Care Board



Yvonne Higgins
Chief Nursing Officer Northamptonshire ICB

Northamptonshire Police, Fire and
Crime Commissioner



Stephen Mold
PFCC

Introduction

Serious violence can take many forms, but its devastating impacts are plain to see in the tragic incidents that have occurred in Northamptonshire in the past few years. From persistent incidents of anti-social behaviour in the community, to domestic abuse in the home, assaults in the night-time economy or young people physically or virtually threatening each other at school or online, we cannot arrest our way out of the problem.



Serious violence impacts all parts of Northamptonshire, with most offences being committed by adults. Prevention activity focused on those who are vulnerable to violence must be prioritised in order that long-term sustained change can be made to the dynamics of serious violence in the county. Therefore, the Northamptonshire Serious Violence Prevention Partnership (NSVPP) approach will be to focus on prevention activity for children and young people under the age of 25.

The prevalence of serious violence in society has become starker in the last decade, with mainstream news outlets and social media playing a huge role in the creation of content that surrounds young people and their role in serious violence.

Four in 10 teenage children describe social media as a major factor driving violence. That's almost as high as the number who point the finger at gangs or drugs. Those more involved in violence are even more certain that social media is a cause.

Youth Endowment Fund, Children, violence, and vulnerability 2023

Post COVID we have also seen a huge societal shift from physical interactions to more online interactions in daily life.

Eleven to eighteen-year-olds are more likely to say they feel confident communicating online (71%) than in person (53%).

Ofcom, Understanding online communications among children 2023

How can we help prevent the harm caused by serious violence in all its forms and promote a counter narrative that inspires hope, positivity and safety to children and young people within the county?

This two-year strategy sets out the NSVPP wide strategic response to serious violence affecting our children, young people and communities, over and above the many routine services and interventions already being delivered.

The county is not starting this work from scratch and lots of great work has been developed and is already contributing to the new Serious Violence Duty. Appendix A provides some examples of the work already happening in the county.

This strategy illustrates how the NSVPP adopts a public health approach, using data and evidence to understand serious violence and its root causes, invests in evidence-informed responses and evaluates impact with a view to longer-term investment if found to be effective.

It draws on the findings and recommendations of the county's first Strategic Needs Assessment for Serious Violence completed in Winter 2023.

The strategy sets out priorities, planned activity and success measures across four strategic themes:

- 1 Leadership and cultural change
- 2 Data sharing, evidence and evaluation
- 3 Tackling vulnerabilities
- 4 Place based

The strategy and subsequent action plan also outlines our approach to delivering activity through four stages:

- 1 Understanding the problem
- 2 Designing solutions
- 3 Evaluating impacts
- 4 Making it work

The Duty

The Serious Violence Duty (SVD) was introduced by the Government as part of the Police, Crime and Sentencing Act 2022 (PCSC). It commenced on January 31, 2023 and formed part of the Government's response to rising levels of knife crime, gun crime and homicide in the UK.

Statutory guidance for the Duty can be found at publishing.service.gov.uk

The SVD places a responsibility on five specified authorities to:

- **work together to consider what serious violence is in their locality**
- **create a definition of serious violence**
- **identify the causal factors relating to this serious violence**
- **implement a delivery plan to reduce it**

Local partnerships



In Northamptonshire the five specified authorities are:

- **Justice** – Youth Offending Service at Northamptonshire Children's Trust and Northamptonshire Probation
- **Health** – Northamptonshire Integrated Care Board
- **Local Authorities** – North Northamptonshire Council and West Northamptonshire Council
- **Fire** – Northamptonshire Fire & Rescue
- **Police** – Northamptonshire Police

The Office of the Northamptonshire Police, Fire and Crime Commissioner has used its convening powers to establish the partnership approach in the county.

Our Approach

The Northamptonshire Serious Violence Prevention Partnership (NSVPP) has been formed as a multi-agency partnership to develop and deliver the Duty for the county, representing the five specified authorities and other key partners.

This strategy will outline the commitments and delivery of the Partnership to work with the communities of Northamptonshire to prevent serious violence, with a particular focus on children and young people under the age of 25.

The strategy draws on the finding of the county's first Strategic Needs Assessment for Serious Violence.



Our Mission, Values and Focus

The NSVPP is committed to implementing a public health approach to violence prevention in the county, and to this aim we bring together specialist posts from Public Health, Education, the Integrated Care Board, Children's Trust, Community Safety Partnerships, Policing, Fire, Probation and the PFCC.

Vision

The vision of the NSVPP is that violence is preventable and we will do everything we can to find ways to ensure that Northamptonshire's communities feel safe and are free from the threat of violence.

Mission

The NSVPP mission is to work with communities adopting the five Cs approach to make a lasting difference to people and to reducing serious violence in Northamptonshire:

- Community consensus**

At the core of an effective approach to preventing violence, local responses should be 'with and for communities' to build trust and confidence and ensure that they are relevant and responsive.
- Collaboration**

Tackling serious violence requires system thinking and collaboration between a wide-range of groups, organisations and sectors often beyond organisational boundaries.
- Co-production**

Strategies and interventions should be co-produced with young people, their families and communities.
- Co-operation in data**

A key enabler to preventing violence is the commitment of organisations to identify, share and analyse all relevant data.
- Counternarrative**

Concrete and credible alternatives to involvement in violence are critical as is promoting hope rather than deficit-based approaches which can often perpetuate the problems we're seeking to address.



Aims

The NSVPP aims to:

- stabilise and reduce violence in the short-term
- to understand the underlying causes of violence in the county
- co-ordinate Northamptonshire's communities and public organisations to address those causes in the longer-term

Understanding serious violence in Northamptonshire

The focus of this strategy is on the whole policing area of Northamptonshire, and the SNA focused on the definition outlined as serious violence in Northamptonshire by the Partnership, below:

- Personal Robbery
- Youth violence (under 25)
- Rape and Serious Sexual Offences
- Domestic Abuse
- Knife Crime
- Night-Time Economy violence

Homicide is considered part of all the listed crime types above.

The Public Health Model is key to the approach of the NSVPP in the county. It utilises the following steps (Fig 1) to take a multi-agency approach to understanding violence, identifying



Fig 1. Public Health Principles

risk and protective factors, developing interventions which deal with risk or promote protective factors, and then rolling out to gain evidence of what works.

Prevention is the core principle for the public health approach and the Partnership will apply interventions across three different levels of prevention:

- **Primary intervention:** tackling the conditions which allow violence to develop
- **Secondary intervention:** early intervention to stop things getting worse
- **Tertiary intervention:** responding to violence once it has happened, treating the effects and rehabilitating the people/areas affected

Fig 2. Scottish Violence Reduction Unit - 5-year strategy



The Partnership will be utilising the wealth of knowledge and evidence that has been developed by Violence Reduction Units (VRUs) in the UK, and the international research and evidence for Public Health approaches to violence prevention - alongside the insights developed in Northamptonshire.

Strategic Needs Assessment 23/24

The county's first Strategic Needs Assessment for Serious Violence was undertaken between summer and winter 2023. It focuses on five years' worth of data - from 01/04/2018 to 31/03/2023 - from all the specified authorities.



A term of reference was constructed with each of the specified authorities outlining the specific data requests for each partner on the SNA, based on the definition of serious violence for the county.

The crime types included within the SNA are as per Northamptonshire Police's definition of serious violence, however this also included a thematic deep dive into other areas that are linked to serious violence outside of this definition.

Serious violence crime types in Northamptonshire include:

-  **Murder**
-  **Attempted Murder**
-  **Aggravated Burglary – Residential**
-  **Personal Robbery**
-  **Business Robbery**
-  **Assault S18 Grievous Bodily Harm with Intent**
-  **Assault S20 Grievous Bodily Harm without Intent**
-  **Knife Crime**
-  **Gun Crime**
-  **Rape**
-  **Other Sexual Offences**

Domestic abuse is part of the SVD definition for Northamptonshire, however because of the high volume and complexity of these types of incidents, we have decided to exclude domestic abuse incidents from our 2023/24 analysis of the listed serious violence crime types.

This is so that we can examine domestic abuse separately and focus on how it links with the other types of serious violence. This will feature in our action plan for 2024/25.

Key Findings

Drivers and Risk Factors of Serious Violence

Deprivation and Poverty

There is a strong correlation between deprivation and serious violence, as deprivation increases the possibility of adverse childhood experiences, substance misuse and poor mental health. Children that live in poverty are more likely to be exploited as the potential rewards achieved through criminality are more attractive.

Emotional and Mental Health

Poor emotional and mental health is both a risk factor and a consequence of involvement in serious violence. Individuals with unmanaged disorders are more vulnerable to violence and involvement in criminality and it can have an adverse effect on existing conditions such as depression and anxiety.

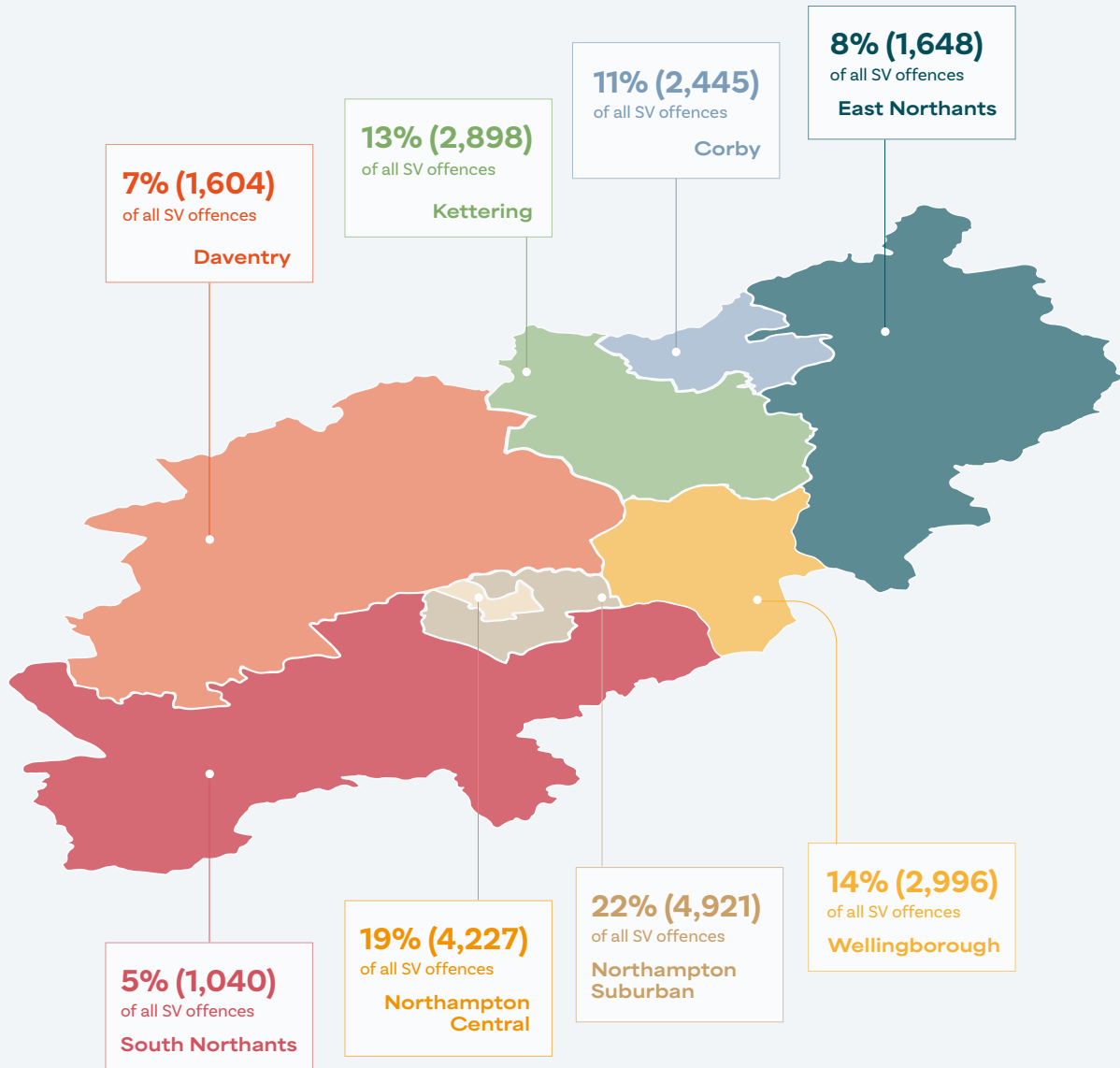
Substance Misuse

Substance misuse increases the risk of an individual being involved in serious violence, as either a victim or a perpetrator. Alcohol consumption is associated with violent behaviour, and drug use affects the person's behaviour and increases the risk of them becoming a perpetrator to fund their habit.

Adverse Childhood Experiences

Negative experiences throughout childhood and the teenage years, such as abuse or neglect, witnessing domestic violence, or where substance misuse and mental health problems are present in the household, have a detrimental effect on a child's wellbeing and life opportunities through adolescence and into adulthood. Children with ACEs are more vulnerable to youth violence, substance misuse and exploitation, and are more likely to become perpetrators of serious violence.

Local Picture
(Excluding DA)



- 7.1% of all crimes between 01/04/2018 to 31/03/2023 were serious violence crimes.
- Rape and other sexual offences (RASO) account for 49% of serious violence, followed by knife crime (25.9%) and robbery (business and personal, 17.3%).
- Serious violence has had an impact on every Local Super Output Area (LSOA) within Northamptonshire. 35.5% of serious violence occurred in the most deprived LSOAs (deciles 1 and 2).
- 41.5% of serious violence occurred in dwellings and 36.8% occurred in public/open spaces.
- 85.4% of all perpetrators were male. 48.7% of victims linked to serious violence were female, however this number may be due to the high proportion of rape and other sexual offences, of which 78% of victims were female. Excluding RASO, 72.1% of serious violence victims were male.
- 47.3% of perpetrators and 56.7% of victims were under the age of 25 at the time of the offence

SNA Recommendations 23/24

1. There is a growth of fixed-term exclusions for assault against an adult in primary schools, particularly in West Northamptonshire. In 22/23, 36% of primary schools had this exclusion type (52) and accounted for 236 instances. Explore focus around primary school exclusions in West Northamptonshire and the reason for the growth. Consider a targeted prevention approach in high volume exclusion schools. Understand further detail around the causal factors and circumstances of the individuals' exclusions to better inform the interventions that can address the growth in exclusions.
2. Accident and Emergency (A&E) attendances for assault related injuries are highest on a Saturday and Sunday and the hour of arrival on these days is highest between 01:00 and 05:00. Of those aged between 18-24, most are arriving on Saturday or Sunday between these times, and approximately 42% of these have had an alcohol involvement. Recommendation to consider a function that could offer information, advice and support in A&E to victims and staff during these times, and consider this in other relevant settings e.g custody.
3. Youth Offending Service Assessment (YOS), Early Help Assessment (EHA) and Social Care Section 17 Assessment (S17) all have similar causal factors in their cohorts including gangs, substance misuse and mental health. Recommendation to consider prevention offer around drivers bringing children into the system. Consider the provision and response around substance abuse and mental health since they're a risk factor of offending.
4. Agree with partners a data schedule for receiving updated information.
5. Agree data sets for ongoing monitoring and performance framework including the cost of serious violence, utilising the available police and partner data.
6. Night-time economy (NTE) only accounts for 4.1% of serious violence crimes. Given the small proportion of serious violence within the NTE, recommendation to continue to monitor existing activity and provision in place to address violence associated with the NTE, but no requirement to further invest existing serious violence money into this area. Analyse a cohort of individuals involved in NTE violence to understand whether they are also involved in other serious violence offences.
7. Further develop regressive analysis on a cohort of the most prevalent serious violence offenders (under 25), incorporating familial associations and partnership data, to identify where there may have been intervention opportunities before they became a perpetrator of serious violence. Also incorporate a randomised cohort of less prevalent individuals to further validate the findings within the most prevalent cohort.
8. The Domestic Abuse (DA) and Rape and Sexual Assault (RASO) related occurrences within the parameters of the agreed data set for the SNA is at a volume that, given the different profile of those involved in those occurrences, would have the potential to distort recommendations and responses to serious violence overall. Recommendation is to undertake discreet analysis of DA and RASO independently of other serious violence to enable more nuanced understanding of those issues.
9. As part of the analysis of DA and RASO, understand the relationship between those involved and their involvement with other forms of serious violence to establish the level and extent of overlap and connectivity.
10. Undertake further analysis of Domestic Abuse to understand the relationship between DA related serious violence and DA overall.
11. Undertake regressive analysis of DA serious violence cohort using the same methodology and processes that is underway with non-DA serious violence, as referenced in recommendation 7, to inform early intervention approaches to prevent DA related serious violence.
12. Over the five-year data period, there has only been a 13.8% positive outcome rate amongst 18-24-year-olds. Recommendation to consider what kind of non-statutory prevention offers there are available to this cohort that mirrors provision with under 18s.
13. Serious Violence is more likely to occur in the most deprived Local Super Output Areas (LSOAs), and perpetrators and victims are more likely to live in the most deprived LSOAs than in the least deprived. Recommendation to consider a placed based approach in the most deprived areas of Northamptonshire.
14. Incorporate findings from regressive analysis to better inform the weighting of data sets within the place based Qlik app*, so that appropriate emphasis is placed upon the right indicators. This would also include understanding of the specific deprivation indicators within those areas to inform the delivery and activity within them.
15. Look at reviewing existing evidence and mapping current provision with an initial focus on provision that is being undertaken in the most deprived areas, and to understand the effectiveness of that provision.
16. 29% of perpetrators and 42% of victims were under 18 and the community voice survey only had one response from an individual between the ages of 10-19. Recommendation to develop systems and processes to ensure greater capture and input from that demographic.
17. Given the findings around the link between deprivation and serious violence, recommendation to refine survey processes to enable us to better understand where an individual resides. This will allow us to assess whether we are capturing the voice of those living in the most deprived areas where we are delivering interventions.



Strategic Themes and Priorities

To deliver our strategy we will work as a multi-agency partnership across four inter-related strategic themes:

- 1 Leadership and Cultural Change
- 2 Data Sharing, Evidence and Evaluation
- 3 Tackling Vulnerabilities
- 4 Place based

1

Strategic Theme Leadership and Cultural Change

Lead and collaborate with partners to drive the systems change required to prevent serious violence.

Objectives

- Ensure strategic buy-in from all specified authorities and partner organisations
- Look to build co-production of activity with communities, specifically children and young people
- Provide the resources, incentives and connections to drive iterative research and experimentation
- Make multi-agency working as easy as possible

Priorities

- **Continue to establish and embed NSVPP in the county**
- **NSVPP Community network established**
- **Creation of a NSVPP Communication and Engagement Strategy to support development and delivery of the strategy and action plan**

2

Strategic Theme Data Sharing and Evidence and Evaluation

Use multi-agency data, insights and evidence to improve our understanding of the cause and drivers of serious violence in the country to bring about the system change needed.

Objectives

- Increase the use of local multi-agency data insights and national evidence to inform decision making
- Build the evidence base in Northamptonshire
- Improve our ability to measure, understand, monitor, and anticipate violence in Northamptonshire
- Understand what makes people and communities more vulnerable to violence
- Commission research on the neighbourhood and situational drivers of violence in Northamptonshire
- Use smarter analytical models to identify predictors of risk and intervention opportunities
- Generate a pipeline of interventions that can be evaluated more rigorously in the medium to long-term

Priorities

- **Further analysis of partner data in the county to inform next SNA as per recommendation 4**
- **Deep dive insights work into recommendations 1, 7, 8,9, 10, 11 of the SNA recommendations**
- **Explore academic partnership for the county to support independent evaluation and research**
- **Explore access to common data platform for all specified partners to access live SNA**
- **Agree the creation of a monitoring and performance framework as per recommendation 5**

3

Strategic Theme Tackling Vulnerabilities

Co-design, implement and evaluate evidence-informed interventions that address causes of serious violence and strengthen protective factors, whilst contributing to the local and national evidence base.

Objectives

- Prioritise primary prevention
- Enable the refocus of work already being undertaken by Specified Authorities or other partners in the county across secondary and tertiary interventions
- Design new solutions
- Evaluate impact
- Draw on evidence of what works
- Ensure interventions reach those who need them
- Address social harms using an ecological model

Priorities

- **Fund primary prevention intervention from SVD funds for 2024/25 with a focus on primary school age children, knife crime, under 25s violence and robbery and covering recommendations 3 & 12**
- **Enable the refocus or commissioning of secondary or tertiary interventions in the county from other funding streams. Covers recommendations 1 and 2**
- **Explore the insights and delivery across domestic abuse, sexual violence and the night-time economy through existing mechanisms, as per recommendations 6, 7, 8, 9, 10**
- **Evaluate activity of grant funding to establish impacts and social value**

4

Strategic Theme Place Based

Only by working with our communities, in our communities, can we help deliver better outcomes for them.

Objectives

- Enable community engagement as one of the central pillars of the SVD in Northamptonshire
- Work with communities to adapt evidence for the local context
- Design solutions with communities with particular focus on children and young people
- Evaluate impact
- Draw on evidence of what works
- Ensure interventions reach those who need them - both universal and targeted
- Enable Civic Rational - the need for higher-quality, more responsive services and for communities to deliver more services for themselves
- Enable Joined-Up Rational - the need for improved coordination and more integrated services

Priorities

- **Creation of community oversight mechanism for the SVD**
- **Establish engagement mechanisms with CYPs in the county to enable the communication of the strategy, subsequent development and delivery of activity in the county, as per recommendations 16 and 17**
- **Explore current delivery at place-based level in the county and create new solutions with communities as per recommendation 15**



Action Plan

Responding to Serious Violence in Northamptonshire

Using the Public Health Approach our action plan will use the following four steps to categorise activity

- 1 Understand the problem
- 2 Design solutions
- 3 Evaluate impact
- 4 Make it work in practice

Strategic Theme
Data Sharing and Evidence and Evaluation

Understand the problem

Understand what works in Northamptonshire

| Outputs | Medium term outcomes (1-4 years) | Long Term Outcomes (5+ years) |
|--|---|---|
| Evaluation of all projects commissioned/ granted by SVD. Generate a pipeline of interventions that can be evaluated more rigorously in the medium to long-term. | What difference did interventions make to Northamptonshire? <ul style="list-style-type: none"> Work with Youth Endowment Fund, Northamptonshire Observatory and University of Northampton (UoN) to develop and test approach to evaluation in the county. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
| Partnership with academic partner – create knowledge hub. | Add to the national and international evidence base of what works. <ul style="list-style-type: none"> What can we learn and share with others about what works in Northamptonshire? | |

Research on the neighbourhood and situational drivers of violence in Northamptonshire

| | | |
|--|---|---|
| Further analysis of data in the county. Number of engagement events held with CYPs across Northamptonshire to feed into SNA development. Number of engagement events held with community to feed into SNA development. | Improved understanding of the difference in experiences of violence <ul style="list-style-type: none"> Vulnerable CYP and SV hotspot areas are described. Communities working effectively with local agencies. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
|--|---|---|

Improve our ability to measure, understand, monitor and anticipate violence in Northamptonshire

| | | |
|--|---|---|
| SNA development. Improve data collection and data quality across the partnership. | Improved understanding of the difference in experiences of violence <ul style="list-style-type: none"> Trends in SV are monitored, and SNA developed each year. Partners have access to relevant data sets to inform operational and strategic responses to serious violence. The data ask of each partner is understood and owned by each specified authority. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
|--|---|---|

Use smarter analytical models to identify predictors of risk and intervention opportunities

| | | |
|--|--|---|
| Deep dives into SNA Recommendations 2, 3 and 4. Access to Qlik for partners. Greater optimisation of Qlik platform or common data platforms. Academic Partnership to be explored. | Shared access to SNA and associated products to influence strategic commissioning decisions within the county. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
|--|--|---|

Strategic Theme
Tackling Vulnerabilities

- Design solutions - Evaluate

Draw on evidence of what works

| Outputs | Medium term outcomes (1-4 years) | Long Term Outcomes (5+ years) |
|---|--|---|
| Investment of 24/25 funds in primary prevention. | Increased evidence base around what works to reduce the causes of serious violence in Northamptonshire. • Understand delivery of secondary and tertiary prevention in the county. | <ul style="list-style-type: none"> • Children and young people achieve positive outcomes. • Communities feel safer. • Serious violence is reduced. |
| Existing secondary and tertiary prevention activity reviewed in the county. | | |

Work with CYPs to adapt evidence for the local context

| | | |
|--|--|---|
| Facilitate co-design of interventions with CYPs. | Increased CYP/community resilience towards violence/crime. | <ul style="list-style-type: none"> • Children and young people achieve positive outcomes. • Communities feel safer. • Serious violence is reduced. |
|--|--|---|

Ensure interventions reach those who need them

| | | |
|--|--|---|
| New primary prevention interventions commissioned for 24/25 are aligned to SNA. | Underlying risk factors are supported/addressed, including: <ul style="list-style-type: none"> • Reduced offending and victimisation • Reduced re-offending • Reduced involvement with statutory services • Improved attendance/improved behaviour and attainment • Improved employability • Improved mental health and wellbeing • Improved physical health • Improved attitudes and beliefs about healthy relationship | <ul style="list-style-type: none"> • Children and young people achieve positive outcomes. • Communities feel safer • Serious violence is reduced |
| Enable the refocus of work already undertaken or commissioned by Specified Authorities or other partners in the county across secondary and tertiary interventions using SNA findings. | | |

Address Social Harms

| | | |
|---|---|---|
| Co-produce counter narratives for CYPs. | Positive alternatives created and articulated by and for CYPs <ul style="list-style-type: none"> • Tik Tok engagement videos co-produced with CYPs. • Knowledge Bank production | <ul style="list-style-type: none"> • Children and young people achieve positive outcomes. • Communities feel safer • Serious violence is reduced |
| Use an ecological model to understand vulnerabilities and social harms. | Improved understanding of vulnerabilities facing CYPs | |

Strategic Theme

Place Based

- Design solutions - Evaluate

Enable community engagement as one of the central pillars of the SVD in Northamptonshire

| Outputs | Medium term outcomes (1-4 years) | Long Term Outcomes (5+ years) |
|---|--|---|
| Community Oversight Group established for the county | Transparency of approach enabled. <ul style="list-style-type: none"> Public Scrutiny of the Partnership. Empower everyone to play a role in preventing violence. | |
| Design solutions with communities with particular focus on children and young people. | | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
| Enable Civic Rational - higher-quality, more responsive services and for communities to deliver more services for themselves. | Increased CYP/community resilience towards violence/crime <ul style="list-style-type: none"> Empower everyone to play a role in preventing violence. | |
| Enable Joined-Up Rational - improved co-ordination and more integrated services. | | |

Strategic Theme
Leadership and Cultural Change

- Make it work in practice

Provide the resources, incentives and connections to drive iterative research and experimentation

| Outputs | Medium term outcomes (1-4 years) | Long Term Outcomes (5+ years) |
|--|--|---|
| NSVPP are resourced and financed accordingly to support the delivery of SVD. | <ul style="list-style-type: none"> Secure the financial and cultural sustainability for NSVPP and its work. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |

Make multi-agency working as easy as possible

| | | |
|--|---|---|
| NSVPP continues to be established in the county. | <ul style="list-style-type: none"> Partnership is embedded in the county. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
| NSVPP Network established. | <ul style="list-style-type: none"> Empower everyone to play a role in preventing violence. | |

Secure system-change

| | | |
|---|--|---|
| Investing in the leadership and cultural change necessary to prevent violence in the long-term. | <p>Improve awareness and understanding of SVD and the Public Health Approach to preventing violence.</p> <ul style="list-style-type: none"> Align this strategy with recent and relevant local and national policy to support a whole system approach to tackling violence. Empower everyone to play a role in preventing violence. Challenge social norms supportive of violence and promote an alternative narrative. Improve local understanding of social media and develop a shared strategy to harness prevention opportunities and reduce its potential harm. | <ul style="list-style-type: none"> Children and young people achieve positive outcomes. Communities feel safer. Serious violence is reduced. |
|---|--|---|

Governance

Delivery of the Duty will be overseen by the two Community Safety Partnerships – one in North Northamptonshire and one in West Northamptonshire.

A Strategic Steering Group meeting once a month, made up of nominated officers from each of the specified authorities plus other partners, will be responsible for developing and delivering the activity in the county.

Each specified authority has a nominated executive level Senior Responsible Officer (SRO) and the OPFCC is currently acting as the SRO for the duty in the county in relation to delivery of the statutory and financial obligations.

Delivery of activity will be discharged through existing forums such as the Domestic and Sexual Violence Boards, Community Safety Partnership Delivery Groups, Local Area Partnerships or Levelling Up Areas. New mechanisms will be considered if no existing delivery mechanism can be found.

As this strategy develops and is delivered, we will continually assess the governance model, in order to ensure that it remains fit for purpose and can effectively oversee interventions to change the landscape of serious violence in Northamptonshire.



Monitoring and Evaluation

The NSVPP will begin this year to develop a Monitoring, Evaluation and Impact Framework which outlines how we will measure NSVPP activities and impacts, and how the evidence generated through monitoring and evaluation will be used to implement, adapt and inform wider practice across and beyond the Partnership.

Our measures will include those prescribed by the Home Office through the statutory guidance:

- **Reduction in hospital admissions for assaults with a knife or sharp object.**
- **A reduction in knife and sharp object enabled serious violence recorded by the police.**
- **Homicides recorded by the police.**

The Partnership will also develop a broader set of metrics to understand serious violence risks and protective factors in the county such as:

- **Reduced offending and victimisation**
- **Reduced involvement with statutory services**
- **Improved attendance/improved behaviour and attainment**
- **Improved employability**
- **Improved mental health and wellbeing**
- **Improved physical health**
- **Improved attitudes and beliefs about healthy relationships**

The Partnership will also look to explore the long-term measurement of three initial outcome measures:

- **Children and young people achieve positive outcomes**
- **Communities feel safer**
- **Serious violence is reduced**

Work with the Northamptonshire Observatory Serious Violence Duty Analyst and any academic partnerships will be key to developing and implementing this framework for the county and forms part of our action plan for activity.

Appendix A

Current Serious Violence Activity

Night-time economy violence and vulnerability

The OPFCC has recently led the way in drawing up plans to make the county's main night-time economies even safer. In just 18 months, over £1.2 million (plus match funding) has been secured by Northamptonshire OPFCC, North Northamptonshire Council, West Northamptonshire Council and Northamptonshire Police to primarily tackle violence against women and girls. This has been delivered through three projects.

- 1 **Safer Streets 3 led by West Northamptonshire Council - £513,000 (completed)**
- 2 **Safer Streets SWAN (Safety of Women at Night) led by OPFCC - £300,000 (completed)**
- 3 **Safer Streets 4 led by the OPFCC - £448,000 (completed)**

SNO Van

On evenings where the Safer Nigts Out van (SNO Van) has been deployed in Northampton's NTE, A&E attendance has been reduced by 42.2% compared with the baseline.

East Midlands Ambulance call-outs to the NTE on evenings when the SNO Van is deployed in Northampton have seen a 46% reduction against the baseline.

The SNO Van is provide by the OPFFCC but is resourced by the Northampton Guardians.



Violence Against Women and Girls Safer Streets Interventions



600

Officers trained in policing the night-time economy

30 ID scans installed

2 Safer Night Out vans implemented



5,000

Security packs for students

18 Venue sign ups to Shout Up Project

8 Help points installed



15

New cameras installed

- New Flare app introduced to report crime/feelings of unsafely anonymously

- Safer routes reinvigorated

- Taxi training scheme rolled out



1000

Male students trained in "Stand by her" training scheme



50

Venue sign ups to Licensing SAVI (LSAVI) initiative

2 Alleyways closed

Improved lighting schemes including taxi ranks and Becketts Park

Knife Angel

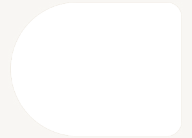
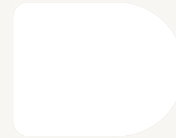
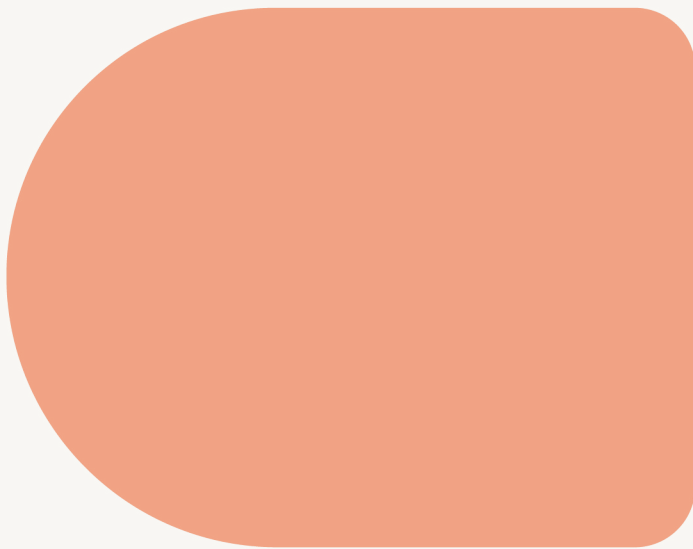
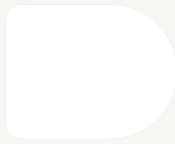
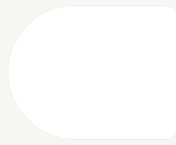
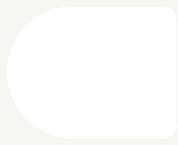
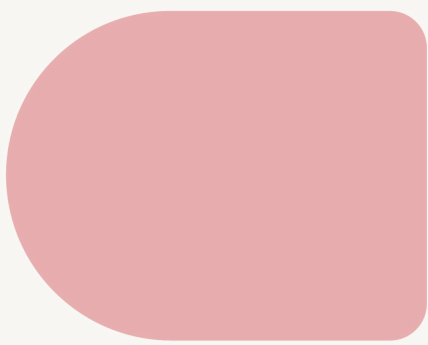
- Hosted the Knife Angel in Northamptonshire
- Hosted visits to the monument by children and young people from across the county and held multi-agency partnership workshops on knife crime as part of the visit
- Promotion of the augmented reality version of the monument that can be viewed in the Knife Angel App, along with videos, downloadable PDFs and information for parents on how to look out for signs that their child is being drawn into gangs and carrying weapons. Links to partner websites such as Community Initiative to Reduce Violence (CIRV) and Fearless, where people can report information anonymously, and a link to a map of bleed control kit locations

Bleed Kits

- Over 30 OPFCC funded Bleed Kits have been installed across the county in partnership with Off the Streets NN
- The kits installed by this funding hold specialist items that are used to stop catastrophic bleeding and support an injured person until the emergency services arrive
- Installed in shops and other venues that will be shown by a sticker - the kits are the latest in a programme of work by Off the Streets NN that has already seen more than 120 bleed cabinets and kits installed around the county, and hundreds of people trained in life-saving skills
- Other partners such as West Northamptonshire Council have also purchased bleed kits for use in the community

Community Initiative to Reduce Violence (CIRV)

- The Community Initiative to Reduce Violence (CIRV) aims to reduce violent behaviour among suspected or known gang members and those at risk of gang involvement or criminal exploitation, by taking a co-ordinated and multi-agency approach. Individuals are offered a choice of whether or not to engage with CIRV. Those who choose to engage receive support from a Navigator and from other agencies tailored to their circumstances and needs. For individuals who choose not to engage, CIRV can use disruption and enforcement activities to stop their offending behaviour
- CIRV has been led and delivered by Northamptonshire Police since February 2019 alongside a range of partners and support services
- A Youth Violence Intervention Unit has recently been formed by Northamptonshire Police which will include CIRV as part of the approach moving forward



APPENDIX B – Executive 18 April 2024 Northamptonshire Serious Violence Prevention Strategy

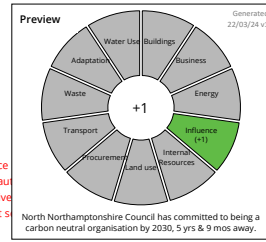
| Applicant | Approved | Notes |
|-------------------------------|-----------|---|
| NORTHAMPTON SAINTS FOUNDATION | 56,250.00 | Engage is a Social Inclusion programme that utilizes rugby's values to INSPIRE, SUPPORT, and EDUCATE young individuals aged 7-16 who are disconnected from conventional education and require additional assistance to reclaim their academic direction |
| NDAS | 17,877.50 | Your Power 2 Change DA Perpetrator Programme. |
| NORTHANTS POLICE | 5,500.00 | Knife crime weeks of action in 2023 – school visits. |
| Probation/Safety Box | 6,300.00 | Grant agreement still to be progressed |
| Free2Talk - Knowledge Hub | 20,000.00 | Supporting youth work and counselling programmes across West Northants. Similar discussions underway with YouthWorks for North Northants. |
| Family Support link | 7,952.00 | Parents Under Pressure Programme |
| Exodus | 5,000.00 | Upskill U – schools awareness sessions delivered by Northants Police Weeks of Action |
| Crimestoppers | 3,000 | Materials around the Fearless initiative for promoting messages and support at young citizens' events. |
| NCT Trust Tik Tok videos | 1,000.00 | Participation Team engagement videos |
| Blue Butterfly | 13,500.00 | Programme ran by Northants Police through PCSOs in schools. Engagement tool to encourage disclosures amongst children to safeguard at the earliest opportunity. |
| Life Education | 2,000.00 | Primary school healthy relationship programme |
| Fire Service Bleed Kits | 1,500.00 | Materials for Off the Streets NN to carry out training on use of bleed kits |

| | |
|-------|------------|
| TOTAL | 139,879,50 |
|-------|------------|

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Climate Change Impact Assessment Tool (v1)

| | | |
|---------------------------------------|---|---|
| Directorate & Service Area | Directorate & Service Area | Public Health & Wellbeing (Communities & Leisure) |
| Report Name | | Adoption of the Northamptonshire Serious Violence Duty Strategy |
| Report date | | 18-Apr-24 |
| Report author & role | Your name & role | Mike Greenway (Strategic Lead Community Safety) |
| Proposal Summary | Use this space to provide a brief overview of the proposal and any extra notes on things that aren't covered below. | The Executive will be asked to adopt the Northamptonshire Serious Violence specified authority within the duty and is working with the other specified au Northamptonshire Serious Violence Prevention Partnership (NSVPP) to deliver action plan is targeted to preventing serious violence and ensuring support s victims and their families. |
| Export filename | CCIA 22.03.24 | .png |



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|--|------------------|---|
| Buildings | Building construction | Not applicable | | |
| Buildings | Building use | Not applicable | | |
| Buildings | Green / blue infrastructure | Not applicable | | |
| Business | Developing green businesses | Not applicable | | |
| Business | Marketable skills & training | Not applicable | | |
| Business | Sustainability in business | Not applicable | | |
| Energy | Energy efficiency | Not applicable | | |
| Energy | Reducing energy demand | Not applicable | | |
| Energy | Switching to low-carbon energy supply | Not applicable | | |
| Influence | Communication & engagement | Not applicable | | |
| Influence | Wider influence | Not applicable | | |
| Influence | Working with communities | Not applicable | | |
| Influence | Working with partners | Through the NSVPP, NNC can influence partners and delivery organisations on approaches to tackling climate change and particular standards being included in Grant Application conditions etc. | +1 | |
| Internal Resources | Material / infrastructure requirement | Not applicable | | |
| Internal Resources | Staff time requirement | Not applicable | | |
| Internal Resources | Staff travel requirement | Not applicable | | |
| Internal Resources | External funding | Not applicable | | |
| Land use | Carbon storage | Not applicable | | |
| Land use | Improving biodiversity adaptation | Not applicable | | |
| Land use | Natural flood management | Not applicable | | |
| Procurement | Food & Drink | Not applicable | | |
| Procurement | Products | Not applicable | | |
| Procurement | Single-use plastic | Not applicable | | |
| Procurement | Services | Not applicable | | |
| Transport | Decarbonising vehicles | Not applicable | | |
| Transport | Improving infrastructure | Not applicable | | |
| Transport | Demand reduction | Not applicable | | |
| Transport | Supporting people to use public transport | Not applicable | | |
| Transport | Supporting people to use active travel | Not applicable | | |
| Waste | End of life disposal / recycling | Not applicable | | |
| Waste | Waste volume | Not applicable | | |
| Adaptation | Drought vulnerability | Not applicable | | |
| Adaptation | Flooding vulnerability | Not applicable | | |
| Adaptation | Heatwave vulnerability | Not applicable | | |
| Water Use | Improving water-use efficiency | Not applicable | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|--|
| Report Title | Levelling Up Fund Cultural Allocation for North Northamptonshire |
| Lead Member | Cllr Jason Smithers, Leader of the Council |
| Report Author | George Candler - Executive Director for Place & Economy (Deputy Chief Executive) |

| | |
|--|---|
| 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 |
| Which Corporate Plan priority does the report most closely align with? | Active, fulfilled lives |

List of Appendices

Appendix A – Heads of Terms for the Cultural Fund Investment Plan Panel

1. Purpose of Report

- 1.1. North Northamptonshire Council has been provisionally awarded up to £5 million of capital funding as part of the Spring Budget, to support local culture projects. This report sets out a request for delegated powers to enable a panel of Executive Members and officers to consider projects to be shortlisted for inclusion in the Councils' Investment Plan submission for Government and secure the capital funding allocation, prior to a final decision being made by the Leader in consultation with the Executive Director for Place & Economy (Deputy Chief Executive) and Executive Director for Finance & Performance.

2. Executive Summary

- 2.1 North Northamptonshire Council has been provisionally awarded up to £5 million of capital funding as part of the Spring Budget, to support local culture projects in the area. This provisional funding ensures that all areas that have been previously prioritised for levelling up investment – which includes North

Northamptonshire – have benefitted from government investment through one of the Levelling Up Fund rounds.

- 2.2 To secure the funding, the Council must bring forward an Investment Plan that is focused on supporting cultural activity in the area. As part of this the Council will be asked to confirm that it has consulted with key local stakeholders, which must include the local MPs, before submitting the Investment Plan. An investment plan template has been provided by the Department for Levelling Up, Housing and Communities. The Investment Plan must be submitted to Government by 10th May 2024.
- 2.3 This report outlines the process to engage with stakeholders and the local MPs and develop and submit the Investment Plan. It includes delegating authority to the Leader, in consultation with Executive Director for Place & Economy (Deputy Chief Executive) and Executive Director for Finance & Performance to agree the investment plan.

3. Recommendations

- 3.1 It is recommended that the Executive
 - a) Accept the allocation of £5m of capital funding through the Levelling Up Fund and note the funding criteria;
 - b) Delegate authority to the Leader of the Council to establish and agree membership of a Councillor and Officer Panel to consider projects to be shortlisted for inclusion in the Councils' Investment Plan. The Panel to include the leaders of the recognised political groups of the council and two local heritage and culture sector representatives.
 - c) Delegate authority to the Leader in consultation with the Executive Director (Deputy Chief Executive) for Place and Economy) to approve and implement the Terms of Reference of the Panel as detailed in Appendix A noting any prescribed requirements attached to the allocation of funding ; and
 - d) Delegate authority to the Leader in consultation with the Executive Director for Place & Economy (Deputy Chief Executive) and Executive Director for Finance & Performance, to consider and accept recommendations from the Panel and submit the Investment Plan to Government.
- 3.2 Reason for Recommendations: To provide a mechanism for the Investment Plan to be agreed and submitted by the deadline set by Government of 10th May 2024 and to ensure compliance with the funding requirements in respect of projects.
- 3.3 Alternative Options Considered: The Council does not submit an Investment Plan. This is not recommended as the Council would lose the opportunity to access the £5m investment fund to support cultural assets.

4. Report Background

- 4.1. As part of the Spring Budget announcements, North Northamptonshire Council has been provisionally awarded up to £5 million of capital funding to support local culture projects in the area. This allocation is part of £100m which was set aside nationally for levelling up culture projects. This provisional funding ensures that all areas that have been previously prioritised for levelling up investment – which includes North Northamptonshire – have benefitted through one of the Levelling Up Fund rounds.
- 4.2. To secure this funding, the Council must submit an Investment Plan detailing the project(s) it wishes to use this funding for. The Investment Plan should make full justification for the activity planned, fitting within the crucial role culture can play in levelling up and supporting pride in place.
- 4.3. The Council will be the accountable body for the funding and will therefore need to provide reassurance to Government that the project(s) brought forward represent value for money, are deliverable and are a local priority with broad stakeholder support, including from local MPs.
- 4.4. The project(s) will also need to meet any relevant statutory requirements including the Subsidy Control Act 2022 and requirements under the public sector equality duty (section 149 of the Equalities Act 2010).
- 4.5. On 28 March 2024, a request for projects was issued by the Council to local stakeholders with a potential interest. This was communicated through a press release, social media channels, and direct contact with town and parish councils, voluntary and community sector organisations, and operators of local cultural attractions. It was also shared via partner networks and with the local MPs.
- 4.6. Government has not provided any specific eligibility criteria, such as match-funding, other than it must be a capital project and compliant with subsidy rules. However, the Council will need to articulate the impact funding will have in the area in terms of outcomes and outputs and illustrate how it provide value for money; this will be assessed by the panel.
- 4.7. Due to time constraints and the need for the Investment Plan to demonstrate impact, the Council is initially requesting details of larger projects. This means that projects should involve a capital cost of at least £500k or have a strategic impact on the area i.e., the project will have a reach wider than the immediate locality. As an example, this could involve smaller cultural projects, or combination of schemes which individually or collectively have a significant impact on the area. Impact would be demonstrated through the delivery of anticipated outcomes and outputs, including the expected beneficiaries of the project. Some smaller cultural projects could attract users, or visitors, from a wider area due to the uniqueness or appeal of their offer.
- 4.8. Interested parties are being asked to submit an Expression of Interest (EoI) to LUF@northnorthants.gov.uk setting out details for proposed projects including the impact of the proposal, financial profiles, outputs and outcomes, deliverability, local strategic fit and stakeholder support. Projects need to demonstrate ‘value for money’ and be sufficiently developed to ensure that the

funding can be spent by March 2026. Eols must be received by the Council by 8am on Monday 22nd April 2024 to meet the tight timescales imposed.

- 4.9. Submissions received will initially be assessed by officers to ensure that they meet the prescribed criteria and referred to the Panel chaired by the Leader for consideration. Pass or fail criteria include the need for the investment to be located in North Northamptonshire and involve capital expenditure on a cultural project. Other assessment criteria will include:
- Deliverability
 - Value for money
 - Outcomes and outputs to be delivered
 - Strategic fit with key strategies, plans and priorities
 - Identification and mitigation of risks
 - Availability of match-funding if required
- 4.10. It is recommended that a Panel is established to provide recommendations to the Leader of the Council to enable an Investment Plan to be submitted. The Leader of the Council has requested that this Panel include the leaders of the recognised political groups as well as two representatives from the local culture and heritage sector to provide additional expertise and independence, and aid consideration of different projects. The Panel's role will be to recommend which project(s) are shortlisted for the Investment Plan against prescribed criteria.
- 4.11. The Council proposes that the Investment Plan will also include a grant scheme to support smaller capital projects (i.e., less than £500k) and funded through the same allocation. As with larger schemes, these projects will need to demonstrate that they can be delivered by March 2026. It is intended that details of this smaller grant scheme will be released later in the year following approval of the Investment Plan by Government.
- 4.12. Views will be sought from local MPs on the shortlisted projects, and proposal for a grant scheme, as a requirement of the funding. The Investment Plan will then be finalised and submitted to Government by 10th May 2024.

5. Issues and Choices

- 5.1. The Council could choose not to submit an Investment Plan, but this would mean forgoing the £5m which has been provisionally allocated.

6. Next Steps

- 6.1. Following submission of the Investment Plan, the Government will assess details of the project(s) proposed, and the wider business case, and decide how much funding to award the Council. It is expected that decisions will be taken during the summer.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The £5m provisional allocation was agreed by Strategic Capital Programme Board at its meeting on 25th March 2024 for inclusion in the Capital Programme pipeline.

7.2. Legal and Governance

7.2.1. Should the Council be successful in the award of capital funding it will receive a grant determination letter from Government. This confirms the allocation of funding and related terms and conditions. The Council will be the Accountable Body for the funding. This means that the Council assumes legal responsibility for the proper management and utilisation of the allocated funds and it will be responsible for ensuring that appropriate governance, monitoring and reporting processes are established. Any external projects awarded funding will require a grant funding agreement with the Council. Such funding agreements will ensure compliance with subsidy control regulations.

7.3. Relevant Policies and Plans

7.3.1. Investment in Cultural assets will support several of the priorities in the Corporate Plan 2021/25. These include Active, fulfilled lives, Safe and thriving places, Greener, sustainable environment and Connected communities.

7.3.2. The Investment Plan will also support the objectives in the recently published Northamptonshire Tourism Strategy.

7.4. Risk

7.4.1. The management of risk is a key consideration within the Investment Plan

| Risk | Mitigation | Residual Risk |
|--|---|---------------|
| Council lacks the skills and knowledge to develop the Investment Plan by the deadline | Internal resource prioritised to deliver task | Low |
| Council is unable to agree the Investment Plan by the deadline | Delegated authority agreed to submit investment plan | Low |
| No or few suitable projects identified meaning the Council cannot request the full £5m | Opportunity to submit projects shared widely amongst local stakeholders | Low |
| Lack of local engagement and support | Early engagement with local stakeholders, including MPs | Low |

| | | |
|---|--|-----|
| Government does not approve the Investment Plan | Guidance provided to stakeholders to ensure that the Council is able to develop a robust Investment Plan that meet the Government's requirements | Low |
|---|--|-----|

7.5. Consultation

7.5.1. Details of the funding opportunity has been shared with local stakeholders through various mechanisms, including direct contact, partner networks, social media, the Council's website (see below), and a Press Release.

[Cultural fund | North Northamptonshire Council \(northnorthants.gov.uk\)](https://www.northnorthants.gov.uk/cultural-fund)

7.6. Consideration by Executive Advisory Panel

7.6.1. Due to the need to submit the Investment Plan by 10th May 2024, there is not sufficient time for the report to be considered by an Executive Advisory Panel.

7.7. Consideration by Scrutiny

7.7.1. The deadline for submission of the Investment Plan does not provide sufficient time for the report to be considered by Scrutiny.

7.8. Equality Implications

7.8.1. An Equalities Impact Screening Assessment has been completed, however at this stage it has not been possible to consider in detail the potential specific impacts of the Investment Plan as project(s) have not yet been identified.

7.9. Climate Impact

7.9.1. With the Council's declaration of a climate emergency in July 2021 and the approval of the Carbon Management Plan in December 2022, we have committed to working towards becoming a carbon neutral council by 2030.

7.9.2. It is not possible to undertake a Climate Change Impact Assessment (CCIA) at this stage, however, climate change impact will be a consideration and projects included in the Investment Plan will be required to complete a CCIA.

7.10. Community Impact

7.10.1. Investment in cultural projects has the potential to contribute to 'levelling up'. improve the Pride in Place and positively impact on local communities across the area.

7.11. **Crime and Disorder Impact**

7.11.1. Under Section 17 of the Crime and Disorder Act 1998, the Council has equal statutory responsibility with the Police to exercise its various functions with 'due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area'.

7.11.2. No impact on crime and disorder is expected.

8. Background Papers

8.1. None

APPENDIX A

HEADS OF TERMS FOR THE CULTURAL INVESTMENT FUND PANEL

Membership:

- The Leader (chair) (the Decision maker in consultation with the Executive Director for Place & Economy (Deputy Chief Executive) and Executive Director for Finance & Performance)
- Executive Member for Growth & Regeneration
- Executive Member for Sport, Leisure, Culture & Tourism (and the Deputy Leader)
- Executive Member for Adults, Health & Well-Being
- Executive Member for Housing, Communities & Levelling Up

Advisors and Officers:

- Two representatives from the local Culture and Heritage sector
- NNC Executive Director for Place & Economy
- NNC Executive Director for Finance & Performance
- NNC Assistant Director for Growth & Regeneration
- NNC Assistant Director for Communities & Leisure
- NNC Head of Service for Culture, Heritage and Tourism

Purpose:

The purpose of the Panel is three-fold:

1. Recommend which projects should be shortlisted for inclusion in the Cultural Investment Plan for North Northamptonshire.
2. Ensure that the programme of projects aligns with any criteria and requirements outlined by Government.
3. Consider any feedback from Government and next steps.

Format:

Meetings will not be in public, but decisions and actions will be recommended to the Leader for decision in consultation with the Executive Director for Place & Economy (Deputy Chief Executive) and Executive Director for Finance & Performance and will then be reported as a Delegated Decision Record (see below).

Frequency:

The Panel has a task-and-finish focus with the Council required to submit the Investment Plan by 10 May 2024.

It is envisaged that the Panel will meet at least twice following 22 April 2024, which is the end date for submitting Expressions of Interest, prior to agreeing the Investment Plan.

Quorum:

At least three Executive Members should be present for the proceedings of the meeting to be quorate.

Reporting:

A note of each meeting will be produced capturing decisions and actions. Decisions will be reported through a Delegated Decision Record to be submitted to Democratic Services within two working days of a decision, for publication of NNC's external website.

Recommendations made by the Panel

Any recommended projects with a value of above £500k to be taken by the Leader will be listed on the [forward plan](#) 28 calendar days in advance, or depending on the timescales involved, in accordance with the Council Constitution (Part 5.3 - Access to Information Procedure Rules).

The council will also publish any proposed key decision on the website five clear working days before the individual Cabinet member can consider the decision (publishing period). This includes details of the decision, its status and copies of any relevant reports. A record of the key decision will be published on the council website within two clear working days of being made.

Review:

The terms of reference will be reviewed as required.

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Knights Farm Overage Legal Agreement |
| Lead Member | Cllr Matthew Binley, Executive Member for Highways, Travel and Assets |
| Report Author | George Candler, Executive Director Place & Economy Jonathan Waterworth, Assistant Director of Assets and Environment |

| | |
|--|---|
| 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972 | 3) Information relating to the financial or business affairs of any particular person (including the authority holding that information). Appendix C Only |
| Which Corporate Plan priority does the report most closely align with? | Safe and thriving places |

List of Appendices

Appendix A – Knights Farm Rushden

Appendix B – Rushden SUV Masterplan

Appendix C – Savills LLP Recommendation Report - **EXEMPT**

Appendix D – Executive Report April 2023, Knights Farm, Rushden Overage Agreement.

Appendix E – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1 On Thursday 20th April 2023 Executive granted delegations to the Executive Member for Highways Travel and Assets, in consultation with the Assistant Director for Assets and Environment, to authorise the completion of a Deed of Variation to extend a long stop date to end of April 2024.

- 1.2 Planning matters have taken longer than the developer anticipated, and we are asked to extend the long stop date in the Deed of Variation to end April 2025 to accommodate the planning process.

2. Executive Summary

- 2.1 The Council is the beneficiary of an overage within the Transfer of Knights Farm, which provides for the Council to benefit from any uplift in value of the site (sold by Northamptonshire County Council in 1998) should the use of the site change to a more valuable use including residential.
- 2.2 The proposed development forms part of the Rushden East Sustainable Urban Extension, details of which can be found on the Council website, but in summary this includes around 2700 new homes some of these being affordable housing, offices, schools, a park, cemetery land and community facilities.
- 2.3 In April 2023 the Executive granted delegations to the Executive Member for Highways, Travel & Assets in consultation with the Assistant Director of Assets & Environment, to authorise the completion of a new Deed of Variation with a longstop date of April 2024.
- 2.4 The planning permission discussions between the developer and the Council are taking longer than the developer anticipated, therefore the Council have received a request from the landowners to extend the longstop date until April 2025.

3. Recommendations

- 3.1 It is recommended that Executive:
- a) Delegate authority to the Executive Member for Highways, Travel and Assets, in consultation with the Assistant Director of Assets and Environment to authorise the variation of the long stop date to 30th April 2025.
- 3.2 Reasons for Recommendation: The extension of the new Deed of Variation shall:
- Provide a sufficient timeframe for Planning to be resolved as the current long stop date in April 2024 appears to be unachievable.
 - It will provide the Council with the most certainty that the scheme will be brought forward for housing.
 - It is in support of the corporate plan and the Rushden East Sustainable Urban Extension (SUE).
- 3.3 Alternative Options Considered: The Council could choose not to extend the long stop date, but this is not supportive of the Council's strategic direction as documented in the Executive report of April 2023 and may result in the landowner not bringing the site forward for development.

4. Report Background

- 4.1 The Council is the beneficiary of an overage provision contained within the transfer of land at Knights Farm, Rushden between the former Northamptonshire County Council and Anthony Merriman dated 31st March 1998. The overage provision will expire on 30th March 2038. A variation to the transfer was negotiated by agents on behalf of the Council in 2017 and documented on 26th April 2018. If the landowner is successful in obtaining planning permission to change the land use from agricultural to residential the Council will benefit from a share of the uplift in value.
- 4.2 The landowner entered into a Promotion Agreement on 7th April 2017 with Camland (Rushden) Limited and a Deed of Variation of the 1998 Transfer with NCC in April 2018. The Deed of Variation amended the overage formula and allows for deductions such as development costs to be repaid from the gross uplift in value, leaving a residual net value. The net value would then be split on the same terms as the original overage agreement 50:50 between the Landowner and the Council.
- 4.3 Other changes were made under the 2018 variation which included a capital receipt of £50,000 from the Landowner and regularisation of an area of land required for A6 road improvements.
- 4.4 The Council was approached by the Landowner's property agent, Bletsoe LLP, on 29th April 2022, who requested the Council agree a variation to the 2018 Deed of Variation to extend the trigger dates by two years. A full description of the background is found in the annexed report April 2023.
- 4.5 The original March 2023 report from Savills is attached at **Appendix C** and details the proposed terms of the deed of variation. It should be noted that the report refers interchangeably to North Northamptonshire Council and Northamptonshire County Council. For the avoidance of doubt, Northamptonshire County Council entered into the 2018 Deed of Variation and North Northamptonshire Council is the successor to the overage clause.
- 4.6 This report is asking for one change which is the extension of the long stop date specified in the third Deed of Variation of the Promotion Agreement dated 7th August 2023, from 30th April 2024 to 30th April 2025, to allow the landowner longer to complete planning permission.

5. Issues and Choices

- 5.1. The Council could choose not to extend the long stop date, but this would not support the direction the Council has made to date nor support the development of the site.

6. Next Steps

- 6.1. A delegated decision will be completed, and solicitors instructed to extend the long stop date.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

7.1.1. The agreement will provide a capital receipt for the Council.

7.1.2. If the Council choose not to extend the overage agreement and the developer chooses not to bring the site forward for development, there will be no capital receipt.

7.2. Legal and Governance

7.2.1 The Council is under no legal obligation to do extend the longstop date however legal remain instructed to document the variation.

7.3. Relevant Policies and Plans

7.3.1 The proposal will meet the priority in the corporate plan to use our assets, skills, knowledge and technology most effectively.

7.4. Risk

7.4.1. The recommended way forward provides the least risk that the site would not be brought forward, and the Council will receive a capital receipt.

7.5. Consultation

7.5.1. There is no additional consultation required.

7.6. Consideration by Executive Advisory Panel

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

7.7. Consideration by Scrutiny

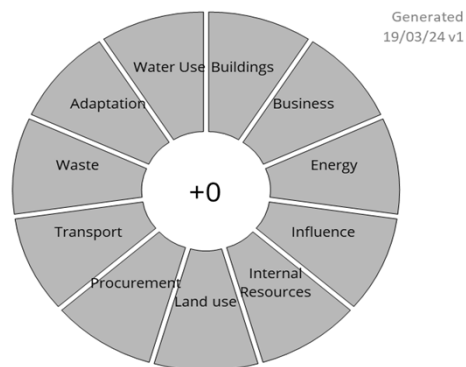
7.7.1. This item is eligible for call in by the Scrutiny Commission as part of their work plan.

7.8. Equality Implications

7.8.1. There is no negative impact by extending a long stop date.

7.9. Climate Impact

7.9.1. The climate impact assessment tool has been completed and approved by the climate team. The implication of moving the date has no impact on carbon management.



North Northamptonshire Council has committed to being a carbon neutral organisation by 2030, 5 yrs & 9 mos away.

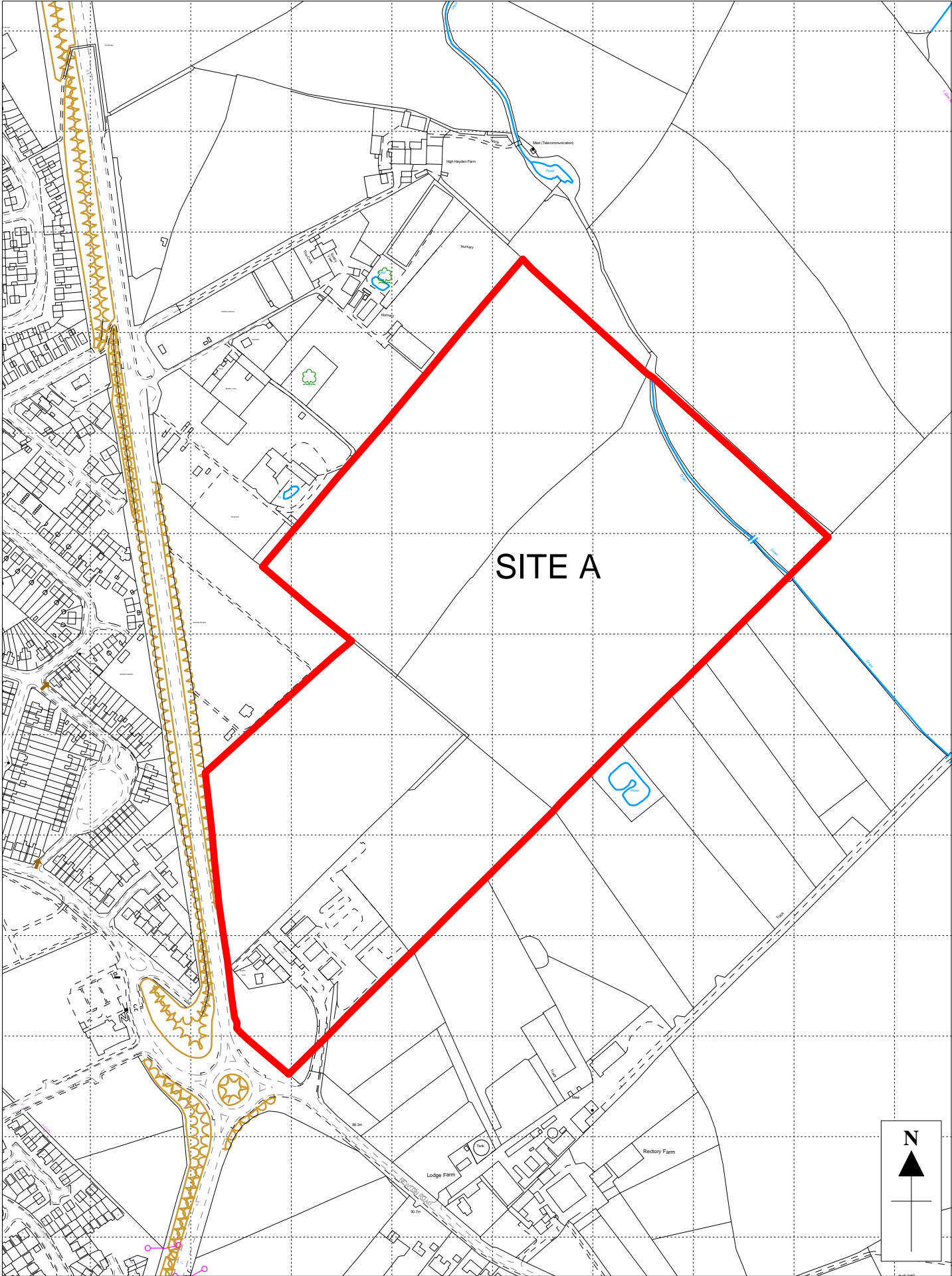
7.10 Crime and Disorder Impact

7.10.1 There are no implications arising from what is being proposed.

8. Background Papers

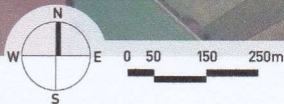
8.1. Detailed information on North Northamptonshire Planning :
[Rushden East Sustainable Urban Extension | North Northamptonshire Council \(northnorthants.gov.uk\)](#)

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KEY

- | | | | | |
|--------------------------------|------------------------------|-----------------------|------------------------------|-----------------------------------|
| INDICATIVE DEVELOPMENT PARCELS | POTENTIAL FUTURE CONNECTIONS | EXISTING WATERCOURSE | KEY FRONTAGES | INDICATIVE LOCATION OF ALLOTMENTS |
| INDICATIVE OPEN SPACE | SPINE ROAD | INDICATIVE SPORTS HUB | INDICATIVE TREE PLANTING | INDICATIVE LOCATION OF CEMETERY |
| INDICATIVE ATTENUATION | BLUE LINK | INDICATIVE PLAY AREA | INDICATIVE EMPLOYMENT LAYOUT | INDICATIVE LOCATION OF TOWN PARK |

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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EXECUTIVE 20th April 2023

| | |
|----------------------|--|
| Report Title | Knights Farm, Rushden – Overage Agreement |
| Report Author | George Candler, Executive Director for Place & Economy Jonathan Waterworth, Assistant Director of Assets & Environment. |
| Lead Member | Councillor Graham Lawman, Executive Member for Highways, Travel & Assets |

| | |
|--|---|
| 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Applicable paragraph number/s for exemption from publication under Schedule 12A Local Government Act 1972 | Part 1, Para 3 |

List of Appendices

Appendix A – Plan showing Land ownership

Appendix B – Plan Showing Rushden SUE

Appendix C – Savills LLP Recommendation Report

1. Purpose of Report

- 1.1. Northamptonshire County Council (NCC) sold Knights Farm, Rushden in 1998 for £300,000; see **Appendix A** for site area. As part of this sale, NCC reserved overage provisions for a period of 40 years to ensure that the Council benefited from any uplift in value should the agricultural land achieve a change of use and obtain planning permission for housing development.
- 1.2. The site subsequently fell into the Rushden East Sustainable Urban Extension (SUE) and the landowner entered into an agreement with a promoter (Camland Rushden Ltd) to progress a planning permission on the site for up to 500 residential units. As part of this agreement, the landowner approached NCC to

vary the overage provisions as they were not deemed to be commercially viable.

- 1.3. Negotiations between NCC and the landowner to vary the Overage payments to include new allowable deductions from the uplift land value were agreed in March 2018 and a Deed of Variation was annexed to the original overage agreement.
- 1.4. This 2018 Deed of Variation expired in April 2022. The landowner's agent contacted the Council after the above expiry date to request an extension of the deed of variation to April 2024 on the same terms.
- 1.5. Legal advice received has confirmed it is not possible to extend a contract that has expired and so the Council would be required to enter a new Deed of Variation should terms be agreed.
- 1.6. The Asset Management team have sought professional and legal advice and this report asks Executive to consider this information and determine the way forward.

2. Executive Summary

- 2.1 The Council is a beneficiary of an overage agreement dated 1998 and subsequently varied in 2018. If the landowner was successful in obtaining planning permission to change the land use from agricultural to residential, the Council will benefit from a share of the uplift in value.
- 2.2 The landowner entered into a promotion agreement in 2017 and a Deed of Variation was completed in 2018, which resulted in allowable deductions being added to the overage formula. The deductions are various development costs, to be repaid from the gross uplift in value, leaving a residual net value. The net value would then be split on the same terms as the original overage agreement 50:50 between the Landowner and the Council.
- 2.3 Other changes were made in 2018 which included a capital receipt of £50,000 from the Landowner and regularisation of an area of land required for A6 road improvements.
- 2.3 NCC asset team monitored the Landowner's progress and on vesting day this monitoring passed to North Northamptonshire Council.
- 2.4 The Council was approached by the Landowner's property agents, Bletsoe LLP, asking the Council to vary the Deed of Variation to extend the trigger dates by two years.
- 2.5 Legal advice confirmed that, because the timescales envisaged by the Landowner's agreement with their promoter had not been met, the Deed of Variation had, in effect, expired at the date of their request and, therefore, it was not possible to extend the agreement. The overage terms, therefore, revert to the original 1998 agreement.

- 2.6 The Landowner is not prepared to accept the original agreement as a reasonable option and has requested a new Deed of Variation on the same terms as the expired agreement, or they state they will not bring the site forward for development.
- 2.8 Expert advice has been received. The deductions proposed are commercially acceptable, subject to various restrictions, and the 50:50 split between landowner and the Council is retained. This split is more favourable for the Council than the market norm. Providing an open book and evidence-based process is applied to the overage calculation at the point of sale, it is recommended that the new variation to the overage agreement is progressed on those terms as outlined on page 14 of **Appendix C**.

3. Recommendations

- 3.1 It is recommended that Executive grants delegations to the Executive Member for Highways, Travel & Assets in consultation with the Assistant Director of Assets & Environment, to authorise the completion of a new Deed of Variation in substantially on the same terms recommended by Savills LLP, as outlined on page 14 of **Appendix C**, with a longstop date of April 2024.

3.2 Reasons for Recommendation:

- It will provide the Council with the most certainty that the scheme will be brought forward for housing.
- This will result in the Council obtaining a capital receipt in a reasonable time frame.
- Because of alterations to the access to the property arising from the A6 bypass, there is potential for a dispute between the Council and the Landowner as to the allocation of value between the original sale land and land added to the site by Department of Transport when they built the bypass. Legal advice is that this is an unusual and novel argument which bears a degree of risk if pursued. It was written out of matters in the original variation and entering into a new variation will, again, protect the Council from this risk and provide greater certainty on an eventual receipt.
- It will reduce the amount of legal and other professional fees payable should the landowner decide to take legal action against the Council.
- It is in support of the corporate plan and the Rushden East Sustainable Urban Extension (SUE).

3.3 Alternative Options Considered:

- The Council could refuse to enter into negotiations to vary the 1998 original overage agreement, i.e., do nothing. If the site is brought forward without any variations this would result in the highest capital receipt for the

Council, however, the Landowner and Promotor have stated that if they cannot obtain a revision from the Council, they will not pursue the Promotion Agreement and will let it lapse. They would look to retain the existing use on Site rather than promote the alternative redevelopment use (currently in for planning) and this would generate no overage receipt.

- The Council could try to negotiate revised terms in the new Deed of Variation, but to date, Savills and the Council's in house development surveyors have met with rejection from the Landowner and the Promotor when seeking agreement to change their position on these terms. Negotiation is, effectively, at an impasse and proceeding as recommended is regarded as the only way to break this deadlock.

4. Report Background

- 4.1 An overage agreement is an agreement whereby a purchaser of landowner agrees to pay the seller an additional sum of money (on top of the purchase price) following the occurrence of a future event that enhances the value of the land. It is usual to include this in sales of land to safeguard the agreed sale value basis and secure a share of any uplift in value resulting from a change in use of the land.
- 4.2 There are several reasons for negotiating overage agreements, but, in this instance, there was no indication at the time of the sale, that the area would be considered for housing. It was an agricultural farm and landholding that NCC determined was surplus to requirements and the sale to the farmer completed in 1998.
- 4.3 This agreement is a planning overage agreement, so an uplift is payable once permission has been obtained which increases the value of the land.
- 4.4 Overage agreements include a formula for the parties to calculate the sums owed at the trigger date. This formula usually includes allowable deductions, such as the buyers' costs of obtaining the land, costs of obtaining planning permissions and other costs the buyer may incur as a result of obtaining the planning permission, such as a Promoters' costs, abnormal or infrastructure costs.
- 4.5 The negotiated terms are dependent on the circumstances of the land in question and the economic climate at the time the deal is agreed. There is no legal or financial fixed formula for overage agreements and surveyors act as advisors.
- 4.6 The original 1998 agreement did not provide for any allowable deductions. When the planning policy changed to indicate the wider area had housing potential, the Landowner approached Northamptonshire County Council (NCC) to modify the original agreement, to introduce deductions that would make the scheme viable to progress for planning permission. NCC agreed to do so, and this resulted in a Promoters Agreement and Deed of Variation being completed in 2018.

- 4.7 Since then, the Landowner entered into a side agreement with the Promotor which they believed extended the Deed of Variation, but they did not share this new agreement with the Council. The new agreement between the Landowner and Promotor had the effect that they believed the trigger date had been extended to April 2023.
- 4.8 The new agreement was not known to the Council, however, nor linked to the Deed of Variation by legal process and, therefore, legal advice has confirmed the agreement between the landowner and promoter does not bind the Council.
- 4.9 At the end of April 2022, the Council received a request from the Landowners to extend the Deed of Variation, but, Legal advised that it had already expired, and that the overage agreement has reverted to the original 1998 agreement.
- 4.10 The Landowner is disappointed about this situation and has said that under the original agreement the development it is not viable; it does not allow them to recover their costs and is commercial unreasonable. The Landowner has stated that they will not bring the site forward until 2038 unless there is a new Deed of Variation on substantially the same terms. If the Landowner does not bring the site forward until after 2038, the Council will receive no overage from the site.
- 4.11 This is a complex overage agreement and, therefore, negotiations and advice has been received from Savills LLP development team, headed by a Savills Partner, as expert advisors on overage terms, with their report enclosed at **Appendix C**.
- 4.12 Savills LLP advice is that the Landowner is being reasonable to request a new agreement on substantially the same terms, with some definitions improved for purposes of clarity and caps on deductible costs.

5. Issues and Choices

- 5.1 This review is required to ensure that the Council fulfils its responsibilities to obtain value for money; it is not a disposal as the sale completed in 1998, and the landowner has owned the site for 25 years.
- 5.2 The requirement, therefore, is to determine whether the request to enter a new Deed of Variation on the terms requested by the Landowner is reasonable.
- 5.3 The Council has procured professional advice to enable them to reach a decision and this advice provided by Savills LLP is annexed to this report.
- 5.4 The Savills report confirms the Landowners requested terms for a new Deed of Variation are reasonable and provide advice to improve some of the contract definitions.
- 5.5 The Council could choose to do nothing and let the original agreement run its course, to expire in 2038. The Landowner has stated they will not bring the site forward if this is the situation. This could lead to no capital receipt and be

contrary to the Council's wider corporate objectives of supporting growth in North Northamptonshire and supporting one of the Council's Sustainable Urban Extensions to come forward for development.

6. Next Steps

- 6.1 Subject to Executive approval, heads of terms for the varied overage deed would be produced and solicitors instructed to document the variation. This would enable the landowner to agree a new promoter agreement and recommence the site being brought forward for development.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 This report has no implications for transformation.
- 7.1.2 The Savills report includes a financial comparison to demonstrate the difference in capital receipt to the Council between the existing overage agreement and a varied agreement.
- 7.1.3 It assumes that the Landowner would agree to bring the site forward on the existing agreement, which the Landowner has stated they will not do.
- 7.1.4 It is included to provide a financial guide to help the Council make an informed choice. The inputs for the formula are based on today's land values and are, therefore, for comparative purposes only.
- 7.1.5 The range of financial outcomes could, therefore, be that the Landowner does not bring the site forward until the overage expires, which would result in no capital receipt for the Council.
- 7.1.6 Another outcome is that the Council and Landowner agree the terms of a new deed of variation on the same terms as the expired agreement and benefits from a proportion of the uplift in land value as a result of the grant of planning permission which, at today's land values, results in a capital receipt in the region of £12.2m.
- 7.1.7 If the Landowner had agreed to bring the site forward on the basis of the original 1998 overage agreement, the capital receipt at today's land values would have been in the region of £14.7m, however, as outlined above, this scenario is unlikely to arise.
- 7.1.8 Capital receipts are required to support the capital programme.

7.2 Legal and Governance

- 7.2.1 The Council is not under any particular legal obligation to agree a new Deed of Variation.
- 7.2.2 Without a new variation, however, the Landowner has stated that they will not bring the land forward and, if they carry out this threat, the Council receives no receipt at all.
- 7.2.3 In addition, the terms of the 1998 disposal, when considered with the subsequent alterations to access arising from the A6 construction (which could not have been foreseen at the time) raise the possibility of an argument by the Landowner that a substantial amount of the value of development is attributable to the land which they acquired from Department for Transport, rather than the land acquired from NCC. This is a novel argument, the success of which, if taken to court, is very difficult to predict, therefore, pursuing it to its conclusion creates a risk (for both parties) which it would be reasonable to consider avoiding if that is possible. Forcing the Landowner to choose whether to proceed under the 1998 overage provisions is not, itself, a risk-free option for the Council.
- 7.2.4 Savills' advice is that the terms of the Deed of Variation remain consistent with likely open market arrangements. On this basis, the Council's obligation under s123 Local Government Act 1972 to obtain the best consideration reasonably obtainable for land would still be fulfilled. At the same time, the risk of future dispute over the access land issue mentioned above would be mitigated.

7.3 Relevant Policies and Plans

- 7.3.1 The proposal will meet the priority in the corporate plan to use our assets, skills, knowledge and technology most effectively.

7.4 Risk

- 7.4.1 The recommended way forward provides the least risk that the site would not be brought forward, and the Council will receive a capital receipt.

7.5 Consultation

- 7.5.1 The information in this report has been reached in consultation with professional advisors and assets management experts.

7.6 Consideration by Executive Advisory Panel

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

7.7 Consideration by Scrutiny

7.7.1 This item is eligible for call in by the Scrutiny Commission as part of their work plan.

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 development will be controlled through planning policy and include any requirements for biodiversity and building regulation standards.

7.10 Community Impact

7.10.1 The changes to the overage agreement will have no direct impact on the community. The development will ensure the community is considered as part of the planning process.

7.11 Crime and Disorder Impact

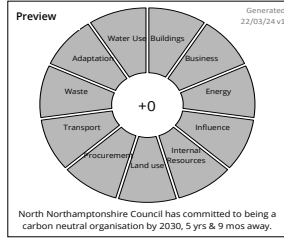
7.11.1 There are no implications arising from what is being proposed.

8. Background Papers

8.1 There are no background papers.

Climate Change Impact Assessment Tool (v1)

| | |
|----------------------------|--|
| Directorate & Service Area | Assets & Environment |
| Report Name | Knights Farm Rushden Overage |
| Report date | 18/04/24 |
| Report author & role | Report author is George Candler, but we are tasked with inputting into the report. |
| Proposal Summary | This report is asking for a decision to extend a long stop date for one year, there is no carbon implications in the decision. The site development is regulated through planning. |
| Export filename | Knights Farm Rushden Overage CClA 18.04.2024 .png |



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CClA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|--|------------------|---|
| Buildings | Building construction | | 0 | |
| Buildings | Building use | | | |
| Buildings | Green / blue infrastructure | | | |
| Buildings | | | | |
| Business | Developing green businesses | | 0 | |
| Business | Marketable skills & training | | | |
| Business | Sustainability in business | | | |
| Business | | | | |
| Energy | Energy efficiency | | 0 | |
| Energy | Reducing energy demand | | | |
| Energy | Switching to low-carbon energy supply | | | |
| Energy | | | | |
| Influence | Communication & engagement | | 0 | |
| Influence | Wider influence | | | |
| Influence | Working with communities | | | |
| Influence | Working with partners | | | |
| Influence | | | | |
| Internal Resources | Material / infrastructure requirement | | 0 | |
| Internal Resources | Staff time requirement | | | |
| Internal Resources | Staff travel requirement | | | |
| Internal Resources | External funding | | | |
| Internal Resources | | | | |
| Land use | Carbon storage | | 0 | |
| Land use | Improving biodiversity adaptation | | | |
| Land use | Natural flood management | | | |
| Land use | | | | |
| Procurement | Food & Drink | | 0 | |
| Procurement | Products | | | |
| Procurement | Single-use plastic | | | |
| Procurement | Services | | | |
| Procurement | | | | |
| Transport | Decarbonising vehicles | | 0 | |
| Transport | Improving infrastructure | | | |
| Transport | Demand reduction | | | |
| Transport | Supporting people to use public transport | | | |
| Transport | Supporting people to use active travel | | | |
| Transport | | | | |
| Waste | End of life disposal / recycling | | 0 | |
| Waste | Waste volume | | | |
| Waste | | | | |
| Adaptation | Drought vulnerability | | 0 | |
| Adaptation | Flooding vulnerability | | | |
| Adaptation | Heatwave vulnerability | | | |
| Adaptation | | | | |
| Water Use | Improving water-use efficiency | | 0 | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Department for Transport Funding Allocation |
| Lead Member | Councillor Matthew Binley, Executive Member for Highways, Travel & Assets |
| Report Author | Graeme Kane, Assistant Director: Highways and Waste graeme.kane@northnorthants.gov.uk Chris Wragg, Head of Strategic Transport chris.wragg@northnorthants.gov.uk |

| | |
|--|---|
| 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 |
| Which Corporate Plan priority does the report most closely align with? | Safe and thriving places |

List of Appendices

Appendix A – List of proposed new/improved bus services.

Appendix B – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1. To inform the Executive of grants received from the Department for Transport (DfT) for bus service improvements and road safety works on the A6 and to seek approval to spend these amounts on appropriate improvements.
- 1.2. To inform the Executive of the Council's allocation of Local Transport Fund and the plans for developing a spending programme for future approval.

2. Executive Summary

- 2.1. The Council has been allocated £2.045m of Bus Service Improvement Plan (BSIP) Phase 3 revenue funding for 2024/25, in addition to the allocations of £569,412 for BSIP Phase 2 for both 2023/24 and 2024/25.
- 2.2. As this represents a substantial increase in short-term revenue funding, with no certainty of future funding levels, proposals have been drawn up which maximise the ability to provide continued funding from either the Council's own revenue budgets or developer contributions. In addition, the DfT's approval has been sought to carry forward £872,197 of revenue funding to 2025/26 and to spend £128,000 of the funding as capital in 2025/26.
- 2.3. This has allowed a significant programme of bus service improvements across North Northamptonshire to be developed, with implementation to be phased over the coming months.
- 2.4. The Council has secured £2.2m of Safer Roads Funding for road safety improvements to the A6 between its junction with the A14 north of Burton Latimer and its junction with the A45 at Chowns Mill.
- 2.5. The Council has been allocated £149.208m from the Local Transport Fund over the period 2025/26-31/32. The majority of this funding will be available in the later years of the period. The Department for Transport intend to announce the allocations for 2025/26 and 2026/27 shortly and the Council will have to submit spending proposals by December 2024.

3. Recommendations

- 3.1. It is recommended that the Executive:
 - a) Note and accept the allocation of Bus Service Improvement Plan Phase 3 funding totalling £2.045m and agree to spend the grant in accordance with the grant conditions.
 - b) Delegate authority to the Executive Member for Highways, Travel & Assets in consultation with the Executive Director of Place & Economy to award any individual local bus contracts exceeding £500,000.
 - c) Note and accept the receipt of Safer Roads Safety Funding totalling £2.2m for works on the A6 and agree to spend the grant in accordance with the grant conditions.
 - d) Note and welcome the allocation of Local Transport Funding totalling £149.208m over the seven-year period 2025/26-31/32.
- 3.2. Reason for Recommendation: To spend the external funding in accordance with the terms and conditions of the grants.

- 3.3. Alternative Options Considered – Options would include not spending the money and allowing DfT to recoup it. Alternatively, the Council could choose to spend the money on schemes that are not a priority in line with their Northamptonshire Transportation Plan. Neither option is recommended as they do not represent the best interests of the authority or those who rely on the highways and transport network.

4. Report Background

- 4.1. The Department for Transport (DfT) provides annual capital grants to local authorities for highway maintenance and to enable improvement of transport and highway networks. The allocation for 2024/25 was reported to Executive in February 2024. From time to time, the DfT provides local highway and transport authorities with additional funding allocations for specific purposes. Three such allocations are outlined below.

4.2. Bus Service Improvement Plan Phase 3 £2.045m

On 17th May 2023, the Government announced a longer-term funding deal for the bus industry to replace the temporary funding that had been in place since the start of the Covid-19 pandemic. The Council was allocated £569,412 of Bus Service Improvement Plan plus (BSIP+) revenue funding for each of the financial years 2023/24 and 2024/25. This funding, which is also known as BSIP Phase 2, was reported to Executive in September 2023.

- 4.3. In October 2023, as part of the Network North announcement of funding reallocations following the cancellation of the northern sections of High Speed 2 (HS2), the Government announced that the Council would receive further funding for bus service improvements. The Council was subsequently allocated £2.045m of BSIP Phase 3 funding. While this funding was allocated as revenue funding for 2024/25, the grant conditions allowed recipients to make an exceptional case for some of the funding to be carried forward as revenue to 2025/26 if spent on service subsidy agreements, or to be spent as capital in 2024/25.

- 4.4. As part of the conditions for funding, the Council had to submit its proposals for spending this funding and the previously allocated BSIP Phase 2 funding to the DfT by 29th February 2024.

4.5. Safer Roads Fund £2.2m.

In July 2023, the DfT invited the Council to submit a proposal for £2.2m of Safer Roads Funding for improvements to the A6 between its junction with the A14 north of Burton Latimer and its junction with the A45 at Chowns Mill (north of Higham Ferrers).

- 4.6. The selection of the A6 formed part of a prioritisation process managed by the Road Safety Foundation using the International Road Assessment Programme (iRAP) which takes a preventative approach to road safety risk and its

reduction. Schemes were selected based on annual crash mapping, location and potential benefit:cost ratios, with roads forming part of the designated Major Road Network excluded from consideration.

4.7. **Local Transport Funding £149.208m**

In October 2023, as part of the Network North announcement of funding reallocations following the cancellation of the northern sections of HS2, the Government announced that the North and Midlands would receive additional funding for transport improvements. In February 2024, the Government announced that the Council had been allocated £149.208m of this funding for the seven-year period 2025/26-31/32.

- 4.8. No annual allocations of this funding have yet been announced, but the majority will be available in the later years of the 2025/26 - 2031/32 period. While most of the funding will be capital, there will be a small amount of revenue funding to assist authorities in having the resources to deliver the capital schemes. The DfT intend to announce the allocations for 2025/26 and 2026/27 shortly, along with guidance on the format in which councils should submit their plans for spending the funding for those two years by December 2024.
- 4.9. A further report to approve the plans for spending the Local Transport Fund in 2025/26 and 2026/27 will be brought to Executive later this year.

5. **Issues and Choices**

- 5.1. Each of the three funding allocations has its own issues and choices which are set out below.

5.2. **Bus Service Improvement Plan Phase 3 £2.045m**

The Council's Bus Service Improvement Plan, published in October 2021, contained inter alia a bid for significant funding to improve bus services in North Northamptonshire:

| | Resource (Revenue) funding | Capital funding | Total funding sought |
|--------------|----------------------------|-------------------|----------------------|
| 2022/23 | £310,000 | £128,000 | £438,000 |
| 2023/24 | £450,000 | £1,889,000 | £2,339,000 |
| 2024/25 | £300,000 | £2,420,000 | £2,720,000 |
| Beyond 2025 | - | £118,000 | £118,000 |
| Total | £1,060,000 | £4,550,000 | £5,615,000 |

- 5.3. In common with many local authorities, the Council received no funding in the initial allocations of BSIP funding following submission of the plan. In the absence of the funding which was sought, it has not been possible to pursue most of the improvements in the BSIP to date.

- 5.4. The allocations of BSIP Phase 2 and 3 funding will significantly increase the bus funding available to the Council during 2023/24 and 2024/25. The table below compares the expected funding allocations over the period 2022/23 – 2026/27. It excludes Section 106 funding for bus service improvements, which is not tied to specific financial years, and funding for concessionary fares.

| | Base revenue budget | Bus Subsidy (Revenue) Grant ¹ | BSIP Phase 2 funding (revenue) | Indicative BSIP Ph3 funding (revenue) | Total |
|---------|---------------------|--|--------------------------------|---------------------------------------|------------|
| 2022/23 | £275,000 | £105,654 | - | - | £380,654 |
| 2023/24 | £275,000 | £110,728 | £569,412 | - | £955,410 |
| 2024/25 | £275,000 | £110,728 | £569,412 | £2,045,000 | £3,000,140 |
| 2025/26 | £275,000 | £110,728 | - | - | £385,728 |
| 2026/27 | £275,000 | £110,728 | - | - | £385,728 |

- 5.5. The table demonstrates the scale of the short-term increase in revenue funding allocations. By comparison with the table at 5.2 above, it can also be seen that the level of *revenue* funding allocated for 2024/25 is significantly more than that sought in the BSIP.
- 5.6. Recent Government announcements would indicate that there could be further additional funding for 2025/26 and subsequent years. Currently this is not certain and is likely to be dependent on the outcome of the forthcoming general election.
- 5.7. Short-term increases in revenue funding are difficult to manage when there is no certainty of continued funding. They can mean that services or initiatives are introduced which then must be withdrawn when there is no further funding available. It is also likely to be challenging for bus operators, who will not have additional drivers and vehicles readily available, and for the Council's public transport and wider highways team, as neither will have the certainty to invest in additional capacity.
- 5.8. Proposals for spending the BSIP Phase 2 and 3 funding on bus service improvements have been developed using the criteria set out in the September 2023 Executive Report for the BSIP Phase 2 funding:
- To continue to fund existing bus services where they represent value for money or maintain essential connectivity for local communities;
 - To increase service frequency or restore services withdrawn since the start of the Covid-19 pandemic where there is a reasonable prospect of the service becoming commercially viable within the period of BSIP+ funding; and

¹ Bus Subsidy (Revenue) Grant is an annual grant paid by the Department for Transport. While the amount has been paid to the Council and its predecessors for more than ten years, the annual grant is only confirmed after the start of each financial year, leading to some uncertainty for budgeting purposes. From 2024/25, the figure includes £5,074 formerly paid to Kettering Borough Council in addition to £105,654 which is the North Northamptonshire share of the grant formerly paid to the County Council.

- To forward fund improvements where S106 developer funding is due before the end of the BSIP+ funding period to increase the time for the service to achieve commercial viability.

5.9. In developing the proposals, it was clear that there was insufficient funding available from 2025/26 to sustain all the service improvements which could be funded in 2024/25. The grant conditions make it possible to make an exceptional case to carry forward some of the funding to 2025/26, but only for the purposes of subsidising services. A Project Adjustment Request (PAR) has therefore been submitted to the DfT to seek approval to carry £872,197 of the BSIP Phase 3 funding forward to 2025/26.

5.10. In addition to the proposals for service subsidy, the unfunded schemes from the first year of the programme in the Council's BSIP (originally planned for delivery in 2022/23) have also been included, along with two additional proposals for staffing capacity and marketing of new/improved services. This includes £128,000 of capital expenditure, and the PAR submitted to the DfT has also sought approval to spend £128,000 of the allocated funding as capital in 2024/25.

5.11. The overall funding proposal for both the BSIP Phase 2 and Phase 3 funding, submitted to the DfT on 29th February 2024, was therefore as follows:

| Proposed expenditure | 2023/24 | 2024/25 | 2025/26 | Total |
|--|----------------|--|-----------------|-------------------|
| Temporary service subsidy agreements: Contribution to W8 and X10 | £27,148 | £2,646 | - | £29,794 |
| New service subsidy agreements (see list in Appendix A) | - | £2,008,833 | £872,197* | £2,881,030 |
| Other revenue proposals from BSIP: Bus stop upgrade programme Investigate multi-operator ticketing Total: | - - - | £50,000 <u>£10,000</u> £60,000 | - - - | £60,000 |
| Additional revenue proposals: LTA additional staffing capacity Marketing for new/improved services Total: | - - - | £50,000 <u>£35,000</u> £85,000 | - - - | £85,000 |
| Capital proposals from BSIP: Upgrade Real-time displays Community transport capital grant Total: | - - - | £53,000* <u>£75,000*</u> £128,000* | - - - | £128,000 |
| Total | £27,148 | £2,284,479 | £872,197 | £3,183,824 |

Proposals marked * require approval from DfT for capital/out of year spend.

5.12. **Safer Roads Fund £2.2m.**

Following the invitation to submit a bid for Safer Roads Funding, the Council worked with the Road Safety Foundation through the iRAP process to understand current road safety risk on the A6 and develop a package of interventions to reduce road risk on the A6 for all users. This involves selecting from a list of possible interventions along sections of the route, and the system then calculates the likely casualty saving based on its analysis of the risks. While costs can be locally defined, the focus is on developing a benefit:cost ratio that is higher than 1.

5.13. The proposed interventions, which formed part of the bid submitted to the DfT, focus on speed management and improving safety at road junctions, measures proposed include:

- Signalisation of the junction of the A6 at Higham Road, Burton Latimer, including the upgrade of pedestrian facilities.
- Reduce the speed limit from 60mph to 50mph between Finedon and Burton Latimer.
- Measures along the length of the A6 to reduce speeds including central hatching
- Measures along the A6 between A14 and A510 to improve lane adherence including edge lines, clearing roadside hazard, guard railing.
- Signalisation of the northern junction of the A6/Station Road near Irthlingborough.

5.14. Following evaluation of the submitted bid, the DfT announced in March 2024 that the Council had been allocated the full £2.2m.

5.15. **Local Transport Funding £149.208m**

5.16. Once the DfT announce the allocations for 2025/26 and 2026/27, work will begin to develop a prioritised spend programme which will be brought back to Executive later this year.

6. Next Steps

6.1. Following approval to spend the BSIP funding, work on the procurement of new/improved bus services will be progressed and subject to prices representing value for money and being affordable within the available funding, contracts will be awarded, and new/improved services introduced. It is anticipated that the start of the new/improved services will be a phased process over several months.

6.2. Work on the infrastructure elements of the BSIP funded proposals and the A6 Safer Roads Fund work will also begin. It is anticipated that most of this work will be delivered through the Council's highways services contract.

- 6.3. The BSIP improvements outlined in section 4 above will form the basis of work to develop further service and infrastructure improvements over the period 2025/26-28/29 for inclusion in the updated BSIP to be brought to Executive for approval in June 2024.
- 6.4. Following announcement of the allocations for the Local Transport Fund for 2025/26 and 2026/27, work will begin to develop a funding programme for approval by Executive by December 2024. While the Department for Transport have still to define their requirements, it is anticipated that this may take a similar format to the list of additional highway maintenance works which has recently been published on the Council's website.

7. Implications (including financial implications)

7.1. Resources, Financial and Transformation

- 7.1.1 This report relates to external grants from the DfT which are intended for a range of improvements to the Council's highways and transport networks. Given the short-term nature of the additional BSIP revenue funding, it is being used alongside the Council's own revenue budget for bus subsidy and Section 106 funding to maximise the time that new/improved services can operate. The award of contracts for individual services will be subject to them representing value for money and being affordable within the available funding.
- 7.1.2 While the intention is that some of the new/improved services will become commercially viable once the initial funding runs out, the expectation is that other services (particularly those in rural areas) will require ongoing support. While the Council's existing revenue budget for bus subsidy can provide some support, further government funding for 2026/27 and beyond will be required if all the new/improved services are to continue beyond 2025/26.
- 7.1.3 The A6 Safer Roads Funding is being added to the Council's capital programme. Once agreed by the DfT, any capital elements of the BSIP funding will also need adding to the capital programme. The Local Transport Fund will also need adding to the capital programme in due course. There is no requirement for the Council to undertake borrowing to support these schemes.
- 7.1.4 Whilst this report reflects continuous improvement in services, it does not form part of the Council's Transformation Plan.

7.2. Legal and Governance

- 7.2.1 The Council must utilise this DfT funding in line with the restrictions and requirements as set out in the agreements linked to that funding.
- 7.2.2 Under the Transport Act 1985 the Council has a duty to secure the provision of such public passenger transport services as the Council consider it appropriate to secure to meet any public transport requirements across North Northamptonshire which would not in their view be met apart from any action

taken by them for that purpose. The Council has general powers to undertake highway improvements, although some changes will require Traffic Regulation Orders.

7.2.3 Any procurement activities must be undertaken in accordance with the Public Contract Regulations 2015 and procurement of bus service subsidy agreements must also meet the requirements of the Transport Act 1985 and the Service Subsidy Agreements (Tendering) Regulations 2002 (as amended).

7.2.4 The funding helps to deliver the objectives of the Northamptonshire Transportation Plan (the Council's Local Transport Plan), which the Council has a statutory duty to deliver.

7.3. Relevant Policies and Plans

7.3.1 The proposal will assist the Council in meeting the priorities in the Corporate Plan around:

- Safe and Thriving Places
 - Maintain our highways infrastructure to help people move safely around North Northamptonshire
 - Enable people to travel across North Northamptonshire and beyond
- Green, sustainable Environment
 - Promote sustainable, active travel
 - Embed low carbon technology, sustained and improved green infrastructure, and sustainable forms of transport fit for the future.

7.3.2 The proposal will assist the Council in delivering the objectives of the Northamptonshire Transportation Plan (the Council's Local Transport Plan), which the Council has a statutory duty to deliver. The BSIP funding also helps to deliver the Council's BSIP.

7.4. Risk

7.4.1 The capital funding within these schemes will form part of the authority's Capital Programme. The deliverability of the Capital Programme is monitored by each accountable project manager and senior officer. There is further review throughout the financial year reported through the Executive.

7.4.2 If any overspends or emerging pressures are identified during the year, then mitigating actions will be sought and management interventions undertaken.

7.4.3 Details of pressures, risks and mitigating actions implemented will be provided as part of the project highlight reports as the year progresses and reported through monthly budget monitoring and/or the Strategic Capital Board.

- 7.4.4 There is a risk that delays, and cost increases may arise as a result of the significant volatility within the supply chain and high inflation rates arising from the current, national (and international) economic situation. This generally 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.
- 7.4.5 There is a risk, as explained elsewhere in the report, that if funding levels are not sustained, bus services introduced in the coming year(s) will have to be removed again. This could result in communities losing bus services upon which some residents have become reliant and causing reputational damage for the authority from removing services only recently introduced.
- 7.4.6 The award of the allocated Local Transport Funding for the period 2025/26 - 2031/32 will be subject to decisions by future Governments following at least two general elections. This does not currently represent a financial risk to the council as no funding will be spent or committed until the next government has confirmed its intentions. However, as work will begin to develop a funding programme for approval by Executive by December 2024, if funding is not received these proposals will need to be withdrawn and will need to consider the impact on community/public expectations which will have been raised.

7.5. Consultation

- 7.5.1 The proposals for bus service improvements have been developed following consultation undertaken in developing the Council's Bus Service Improvement Plan.
- 7.5.2 Initial consultation for the A6 road safety proposals has taken place via a briefing note sent to ward Councillors.

7.6. Consideration by Executive Advisory Panel

- 7.6.1 Executive Advisory Panels previously considered the development of the Council's BSIP. While not directly related to this proposal, the Prosperous Communities Executive Advisory Panel began consideration of the development of an updated BSIP at its meeting on 22nd March 2024.

7.7. Consideration by Scrutiny

- 7.7.1 The Place and Environment Scrutiny Committee examined the developing proposals for the BSIP funding at its meeting on 5th February 2024. They were supportive of the approach being taken, but made several suggestions, and as a result Wellingborough – Berrymoor was added to the list of new services to be funded.

7.8. Equality Implications

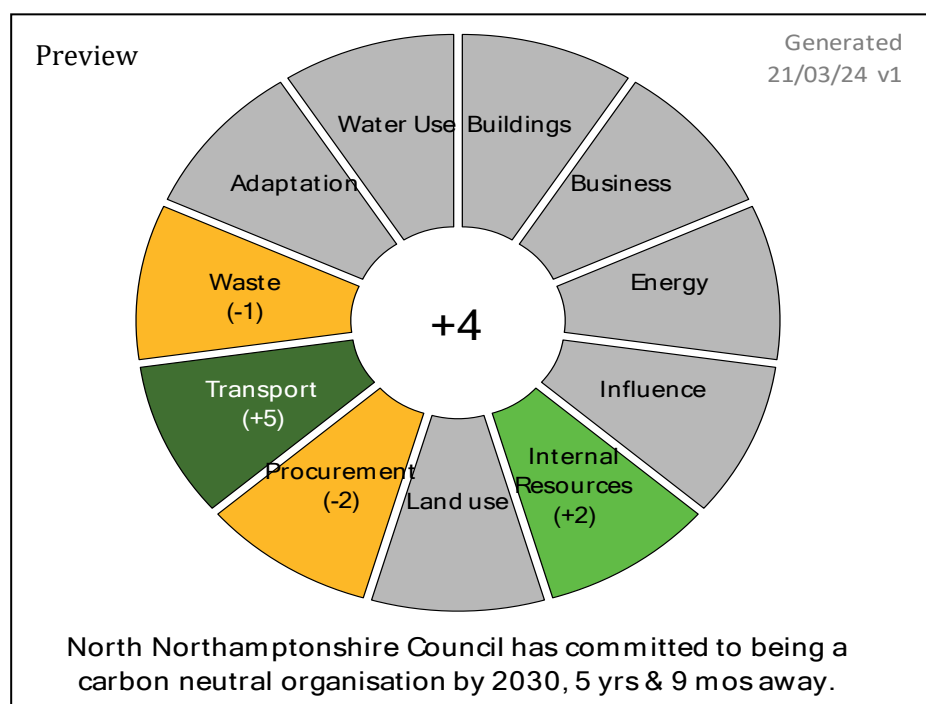
7.8.1 Equalities Screening Assessments have been completed for both the BSIP and the A6 Safer Roads Fund proposals and no negative impacts to groups with protected characteristics were identified as a result of that screening. The proposals also bring benefits to some vulnerable residents and communities who use the transport and highways network by improving safety and reducing isolation.

7.9. Climate Impact

7.9.1 A Climate Change Impact Assessment has been undertaken for these proposals. The elements which have been scored are as follows:

- Internal Resources (+2): The proposal uses significant grant funding which has already been obtained.
- Procurement (-2): The proposal will increase the number of buses operating in North Northamptonshire (requiring an expansion of the overall fleet) and use civil engineering products for highway infrastructure works.
- Transport (+5): The BSIP proposals will lead to significant bus frequency improvements/new services across the Council areas, albeit funded for a relatively short period of time. Increased bus use will directly lead to more people walking to access the bus, while the A6 road safety improvements will generally slow traffic making active travel more attractive.
- Waste (-1): The proposal will produce a small amount of waste from installation of ducting at new traffic signals and replacement of existing real-time passenger information displays and speed limit signs.

The overall score is +4.



7.10 Community Impact

7.10.1 These proposals can be considered to have a positive impact on the community as they deliver improved/new bus services for many communities and road safety improvements. An efficient highway and transport network supports all manner of social benefits including access to education, healthcare, social networks and economic opportunities.

7.11 Crime and Disorder Impact

7.11.1 There are no evident crime and disorder implications of the proposals in this report.

8. Background Papers

8.1 [Northamptonshire Transportation Plan
Highways plans and strategies | North Northamptonshire Council
\(northnorthants.gov.uk\)](#)

Appendix A

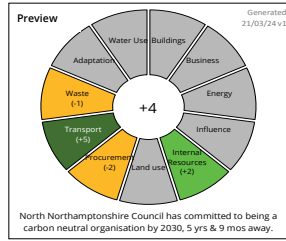
Appendix A - List of proposed new/improved bus services

| New services: | | |
|------------------------------|-------------------------------------|--|
| (24) | Rushden Lakes/Raunds – Oundle | Mondays Saturdays. Six buses per day. |
| (180) | Stamford to Oundle | Monday to Fridays. Peak and shopping bus journey. |
| 2 | Weldon Airfield – Kettering via KGH | Mondays to Saturdays. Hourly bus. |
| | Corby Shopping bus from Weldon | Mondays to Fridays. Shopping bus journey. |
| | Kettering – Brambleside – Kettering | Mondays to Saturdays. Hourly bus. |
| (W3) | Wellingborough - Berrymoor | Mondays to Saturdays. Hourly or half-hourly bus |
| | Demand responsive transport (DRT) | Mondays to Saturdays services. Covering rural areas without a bus service: Oundle North, Oundle South and Thrapston. |
| Service enhancements: | | |
| 3 | Corby – Danesholme & Welland Vale | Mondays to Saturdays. Improve frequency from three to four buses an hour. |
| 3 | Corby late evening service | Mondays to Fridays. 23:00 Corby departure. |
| 16 | Kettering - Thrapston | Mondays to Saturdays. Hourly peak journeys. Mondays to Saturdays. 23:00 Kettering departure. |
| 17A to 19 | Desborough - Ise Lodge | Improvement of frequency to three buses an hour. Diversion of services in Rothwell to serve Fallow Road. Improved evening service. Extension of services to Sulgrave St. |
| W1 | Wellingborough - Queensway | Improvement of frequency from two to three buses an hour. |
| W2 | Wellingborough – Burrows Bush | Improvement of frequency from two to three buses an hour. |
| X4 | Northampton - Peterborough | School journey to Oundle. Improvement of afternoon and evening journeys. |
| Service replacements | | |
| W8 | Bozeat – Wellingborough | Entire service Mondays to Saturdays. (Existing contract surrendered) |
| X10 | Northampton – Kettering | Tendering of alternate journeys between Overstone Grange and Kettering to maintain hourly service. (Replacement of existing withdrawn commercial service) |
| WWE | Stoke Albany - Corby | Tuesdays. (Continuation of Welland Wanderer) |
| WWW | Market Harborough - Gretton | Fridays. (Continuation of Welland Wanderer) |

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Climate Change Impact Assessment Tool (v1)

| | |
|---------------------------------------|--|
| Directorate & Service Area | Directorate & Service Area |
| Report Name | DfT Funding Allocations |
| Report date | 18/04/24 |
| Report author & role | Chris Wragg, Head of Strategic Transport |
| Proposal Summary | To inform the Executive of grants received from the Department of Transport for bus service improvements and road safety works on the A6 and seek approval to spend these amounts on appropriate |
| Export filename | DfT Funding Allocations CCIA 18.04.2024 .png |



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|--|------------------|---|
| Buildings | Building construction | | | |
| Buildings | Building use | | | |
| Buildings | Green / blue infrastructure | | | |
| Business | Developing green businesses | | | |
| Business | Marketable skills & training | | | |
| Business | Sustainability in business | | | |
| Energy | Energy efficiency | | | |
| Energy | Reducing energy demand | | | |
| Energy | Switching to low-carbon energy supply | | | |
| Influence | Communication & engagement | | | |
| Influence | Wider influence | | | |
| Influence | Working with communities | | | |
| Influence | Working with partners | | | |
| Internal Resources | Material / infrastructure requirement | | | |
| Internal Resources | Staff time requirement | | | |
| Internal Resources | Staff travel requirement | | | |
| Internal Resources | External funding | These activities are funded by over E4m of external funding. | +2 | |
| Internal Resources | | | | |
| Land use | Carbon storage | | | |
| Land use | Improving biodiversity adaptation | | | |
| Land use | Natural flood management | | | |
| Land use | | | | |
| Procurement | Food & Drink | | | |
| Procurement | Products | The proposal will increase the number of buses operating in North Northamptonshire (requiring an expansion of the overall fleet) and use civil engineering products for highway infrastructure works. | -2 | |
| Procurement | Single-use plastic | | | |
| Procurement | Services | | | |
| Procurement | | | | |
| Transport | Decarbonising vehicles | | | |
| Transport | Improving infrastructure | The A6 road safety improvements will generally slow traffic making active travel more attractive. | +1 | |
| Transport | Demand reduction | | | |
| Transport | Supporting people to use public transport | The BSIP proposals will lead to some significant bus frequency improvements/new services across the Council area, albeit funded for a relatively short period of time | +3 | |
| Transport | Supporting people to use active travel | In consequence of the increase in bus use, people will need to walk more when using the bus | +1 | |
| Transport | | | | |
| Waste | End of life disposal / recycling | | | |
| Waste | Waste volume | This proposal will produce a small amount of waste from installation of ducting at the new traffic signals and replacement of existing real-time passenger information displays and speed limit signs. | -1 | |
| Waste | | | | |
| Adaptation | Drought vulnerability | | | |
| Adaptation | Flooding vulnerability | | | |
| Adaptation | Heatwave vulnerability | | | |
| Adaptation | | | | |
| Water Use | Improving water-use efficiency | | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Annual Inflationary Uplift Adult Social Care & Support 2024/2025 |
| Report Author | Matthew Jenkins, Assistant Director Commissioning and Performance |
| Lead Member | Cllr Gill Mercer, 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 | Not Applicable |
| Which Corporate Plan priority does the report most closely align with? | Active, fulfilled lives |

List of Appendices

Appendix A - Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1 The purpose of this report is to consider and approve the proposed uplift in fees paid to adult social care providers in 2024/25 across the full range of community-based provision which includes residential and nursing care, home care, day care, Shared Lives and supported living.

2. Executive Summary

- 2.1 Section 5 of the Care Act 2014 establishes a duty on each local authority to ensure a sustainable market of care in their area. The 'market of care' includes the full range of service types and provisions applicable to adult social care which includes residential and nursing care, homecare, day care, supported

living, Shared Lives and the provision of direct payments to employ personal assistants.

- 2.2 Annual fee uplifts take into consideration market pressures and market sustainability. This includes the care market's ability to maintain adequate capacity and supply, whilst adhering to regulatory and quality requirements.
- 2.3 The uplifts also take into consideration central government's annual position on setting the National Living Wage. In 2024/25 the government have confirmed that the Living Wage will rise by 9.8% from £10.42 per hour in 2023/24 to £11.44 in 2024/25 for individuals aged 23 years and over.
- 2.4 The Government have provided grant funding to local authorities to support the provision of a sustainable market of care (Market Sustainability and Improvement Fund (MSIF)). The Council's grant allocation for 2024/25 is £4,444k and grant conditions require this funding to be used to increase fee rates paid to adult social care providers in local areas, increase adult social care workforce capacity and retention and to reduce adult social care waiting times. The recommendations outlined within this paper are aligned with these grant conditions and support information returns to the Department of Health and Social Care demonstrating how this grant funding has been utilised within the grant conditions.
- 2.5 The different approaches used to broker care support are set out in paragraph 4.3-4.4 but in summary the council would prefer to incentivise providers to join its frameworks and provide less support through spot purchased arrangements.
- 2.6 The recommendations set out in Section 3 of this report aim to achieve a balance between recognising the pressures impacting on care providers and the market in general, supporting providers to recruit and retain staff and ensuring quality, however this must be done within a finite envelope of resources and limits the options available to commissioners.
- 2.7 Applying a blanket percentage uplift is a crude mechanism and in order to work within the financial envelope available this paper proposes targeted uplifts to support service continuity, and to support providers to recruit and retain sufficient numbers of care staff enabling the Council to meet its statutory duties.

3. Recommendations

- 3.1 The Executive is recommended to approve Option 3 – “Uplift including National Living Wage for frontline carers and recognising inflationary pressures” and the following increases in fee levels for 2024/25, with the proposals to come into effect from 1st April 2024. The table at paragraph below, summarises the proposed uplifts for the recommended option 3 and further detail is set out in detail throughout section 3 of this report.

Table 1

| Provision Type | Recommendation | Net increase in cost £'s |
|---|--|--|
| Home Care framework 6.85% | Uplift the minimum hourly rate for domiciliary care by 6.85%. | 1,227,824 |
| Older Persons Residential Care | Increase the expected to pay rate by 8.68% to £712 per week NLW only would be 6.07% and this represents additional investment of 2.61%. | Total cost impact 2,895,539 of which 958k is over and above the uplift required to meet NLW increases. |
| Older persons Dementia Residential Care | Increase the expected to pay rate by 8.68% to £806 per week. Uplifting by NLW only would be 6.07% and this represents additional investment of 2.61%. | |
| Older Persons Nursing Care | Increase the expected to pay rate by 10.88% to £785 per week (excluding funded nursing care). NLW only would be 6.6% and this represents additional investment of 4.28%. | |
| Older Persons Dementia Nursing Care | Increase expected to pay rate by 10.88% to £850 per week (excluding funded nursing care). NLW only would be 6.6% and this represents additional investment of 4.28%. | |
| Working Age Adults Residential Care | Increase Tiered Payments by 6.16% | |
| Supported Living Providers | Increase tiered payment rates by an average of 4.58% with a range of 5.87% to 2% aligned to individual tiers. | 1,076,451 |
| Day Opportunities | Increase tiered payments rates by 5.87%. | 143,058 |
| Respite | Increase tiered respite payments by 6.07% | 70,203 |
| Shared Lives | Increase care and support element of Shared Lives Carer Payment by 5% | 30,000 |
| Independent Living Framework (Extracare) | Increase care and support tiered payments by 5.32% | 24,332 |
| Direct Payment increase where | Increase hourly rate by 5.87% to meet National Living Wage | 575,932 |

| | | |
|----------------------------------|--|------------------|
| personal assistants are employed | | |
| Total | | 6,043,339 |

3.2 Reasons for Recommendations

- 3.2.1 The National Living Wage (NLW) increase for 2024/25 is 9.8%. This compares to 9.7% in 2023/24. In addition to this we know that providers continue to face broader inflationary pressures.
- 3.2.2 The care and support market in North Northamptonshire continues to experience difficulties with the recruitment and retention of care staff with a vacancy rate of 9.8% (2.2% lower than in 2021/22) and turnover rate of 24% for care providers (2% lower than in 2021/22).
- 3.2.3 Whilst this is an improving trend the data continues to demonstrate that providers are facing challenges in recruiting and retaining care staff. This is caused by competition from other industries as well as the legacy of Covid-19.
- 3.2.4 The ability of providers to recruit and retain a sufficient workforce is one of the key challenges and risks for the sector. By effectively targeting our annual uplifts we support our contracted care providers ability to develop strategic responses to workforce challenges, including offering rates of pay that are competitive with other local sectors.
- 3.2.5 The position in North Northamptonshire is in keeping with the national picture. Alongside targeting our inflationary uplifts, we continue to work in partnership with our contracted providers to make social care an attractive career proposition within North Northamptonshire.
- 3.2.6 During 2022/23 we have offered fully funded training to care staff working within the independent care sector and continued our work to develop our social care workforce strategy. However, fee uplifts remain a crucial lever in ensuring providers are able to support social care as being an attractive career option for people in North Northamptonshire.
- 3.2.7 There continues to be a need to utilise non contracted providers and to commission individual packages of care with spot providers. Whilst there has been a significant decrease in the number of spot providers commissioned, these providers continue to be comparatively more expensive on a unit (hour or week) basis.
- 3.2.8 Spot provision is costly to the Council and the proposed uplift seeks to positively influence existing contract framework supply through retention and sustainability whilst also incentivising an increase in supply through leveraging better rates of pay and reward for our contracted providers. Work continues to minimise our utilisation of spot providers and to focus our commissioning activity solely with our contracted providers.

- 3.2.9 Our strategy is to focus our development and commissioning activity specifically with our contracted providers. Alongside this fee uplift we are focused on utilising our enhanced provider offer for contracted providers that includes funded training and an enhanced quality monitoring and support function. This enables the Council to support improvement in the quality of its contracted care providers, secure a sustainable market of high-quality providers and secure value for money in our independent care spend.
- 3.3 Alternative Options Considered: The alternative options, in summary, considered included:
- Option 1:** Do nothing and apply no uplifts (not recommended)
- Option 2:** Targeting uplifts at particular service types (not recommended)
- Option 3:** Uplift including NLW for frontline carers and recognising inflationary pressures (**Recommended Option**)
- Option 4:** Lower uplift to the whole market including spot and framework providers (Not recommended)
- 3.4 The alternative options are presented in more detail in section 5 of this report.

4. Report Background

- 4.1 Section 5 of the Care Act 2014 establishes a duty on each local authority to ensure a sustainable market of care in their area. The 'market of care' includes the full range of service types and provisions applicable to adult social care which includes residential and nursing care, homecare, day care, supported living, Shared Lives and the provision of direct payments to employ personal assistants.
- 4.2 Annual fee uplifts take into consideration market pressures and market sustainability. This includes the care market's ability to maintain adequate capacity and supply, whilst adhering to regulatory and quality requirements within the general and commercial environment in which the market operates. The uplifts also take into consideration central government's annual position on setting the National Living Wage. In 2024/25 the government have confirmed that the Living Wage will rise by 9.8%.
- 4.3 The Council has a range of contract frameworks in place to deliver care and support services to individuals with Care Act eligible needs. These frameworks specify fee levels against the different types of care arrangements commissioned for individuals and apply a number of contractual requirements relating to good practice and measures of quality. The frameworks therefore allow the Council to control the cost of care and the standards and quality of care delivered. The Council have strong quality monitoring arrangements in place for its contracted providers to assure quality and to support improvement.

- 4.4 In addition to the individual packages of care arranged using the contract frameworks, there continues to be packages of care arranged outside of the contract frameworks as 'spot purchased' arrangements. Generally spot arrangements are made when an individual's needs cannot be met within the fee or skill parameters defined within a contract framework. For example, the needs of the individual are so complex that payment to a provider is made above and beyond the fees stipulated in a framework contract, or where there are additional costs involved in providing care to an individual because of individual circumstances such as residing in a very rural location.
- 4.5 Spot arrangements are also made when demand is outstripping supply within a framework; if capacity within a framework contract is exhausted, then the Council will arrange care using 'spot' arrangements to fulfil its statutory duties. Fee levels for spot arrangements can be between 20-40% higher than framework fee levels.
- 4.6 The Council are committed to minimising spot contracting and working with its contracted providers to develop a high quality, sustainable market for social care provision in North Northamptonshire.
- 4.7 The Care and Support market is competing with other industries in recruitment and retention of staff. Throughout 2023, feedback from North Northamptonshire care and support providers highlighted significant challenges related to recruitment and retention of staff. Albeit the latest Skills for Care data showing a slowly improving picture there continues to be a challenge for social care providers to expand their workforce and therefore capacity to provide care and support locally. Our ongoing engagement has highlighted that this remains the most significant risk to maintaining and expanding capacity in North Northamptonshire.

5. Issues and Choices

- 5.1 Several options have been considered in arriving at the proposals and recommendations contained within this report. The detailed options considered are set out below:

| | |
|---|--|
| <p>Option 1: Do nothing and apply no uplifts (not recommended)</p> | <p>Care providers are facing well publicised inflationary pressures. These include an increase in the National living Wage of 9.8% and additional inflationary pressures posed by fuel and food. The Consumer Price Index (CPI) shows inflationary pressures of 6.1% to September 2023.</p> <p>Providing no inflationary uplift would result in escalating instances of provider failures as a result of financial pressures. This would also exacerbate the challenges providers face in relation to recruitment and retention resulting in a decreased supply of care and support for people with eligible care needs.</p> |
|---|--|

| | |
|--|---|
| | <p>Adopting this option would make it challenging for the Council to demonstrate it was meeting its statutory duties as set out in Section 5 of the Care Act 2014.</p> |
| <p>Option 2: Targeting uplifts at particular service types (not recommended)</p> | <p>Inflationary pressures are present for social care providers across all service types. All service types are reporting challenges in the recruitment and retention of care staff, and this is demonstrated through the Council's contract monitoring activity and the workforce data provided by Skills for Care.</p> <p>The Council's Care Act duties are applicable to all service types and there is limited benefit to targeting uplifts to particular sectors within the social care market at this time.</p> <p>Our market intelligence does not demonstrate that there is a particular service type that is in a unique position in terms of inflationary pressures or limited supply and therefore there is no rationale for targeting a particular service type for a greater or lower annual uplift.</p> |
| <p>Option 3: Uplift contracted care providers as per Table 1, including NLW for frontline carers and recognising inflationary pressures (Recommended Option)</p> | <p>This option is based upon the Council's market engagement to target annual uplifts to enable providers to uplift the hourly rate of pay for care staff to at least the NLW supporting recruitment and retention.</p> <p>This uplift enables the Council to demonstrate it is meeting its statutory duties as set out in the Care Act. It also acts as a further incentive for providers to contract with the Council, supports a decrease in utilisation of Spot providers and enables the Council to exert greater influence over the supply and quality of care from contracted providers within North Northamptonshire.</p> <p>Within this option detailed engagement and financial modelling has been completed with our contracted supported living providers. This modelling has informed the average uplift of 5.2% however, this will vary between 5.8 and 3.8% applied to the individual tiers to drive consistency in how tiers are applied by contracted providers.</p> <p>Within this option there is also an enhanced uplift for older persons residential and nursing care providers utilising the Market Sustainability and Improvement Fund.</p> <p>The report recommends an additional uplift of 2.61% for older persons residential care and 4.28% for older</p> |

| | |
|---|---|
| | <p>persons nursing care over and above the NLW increase utilising this grant funding. This represents a further move towards ensuring our expected to pay rates for older persons services ensure sustainable and high-quality services and is required within the grant conditions of the Market Sustainability and Improvement Fund. This represents additional investment of £958k in addition to the National Living Wage increase and is based upon the Council's Market Sustainability plan that was published in March 2023 to continue to move towards ensuring our expected to pay rates support a sustainable market of older persons care providers.</p> |
| <p>Option 4: Lower uplift to the whole market including spot and framework providers (not recommended)</p> | <p>Spot providers are already 20-40% more costly than our contracted care providers. This option does not reflect the Council's commitment to working with and supporting its contracted care providers and acts as a disincentive for providers to contract and focus their service development on services required by the Council.</p> <p>This option would result in a significantly lower uplift for the Council's contracted care providers exacerbating their recruitment and retention challenges resulting in a further decrease in our contracted care provision and impedes the Council's influence over the care and support market in North Northamptonshire.</p> |

5.2 The recommended option 3 is intended to strengthen the range and number of contracted suppliers, whilst stimulating stability and account for market pressures that include inflationary costs and the legacy of Covid-19. This uplift will support us in meeting our statutory duties in ensuring that there is a sustainable market of social care providers and support us in securing best value from our contracted providers.

5.3 Option 3 proposes to utilise £958k of the Council's allocation of the Market Sustainability and Improvement Fund to invest into older persons residential care services. The Market Sustainability and Improvement Fund ('the fund') was announced at the autumn statement in November 2022. The primary purpose of the fund is to support local authorities to make tangible improvements to adult social care services in their area, in particular to build capacity and improve market sustainability. There are three grant conditions for this grant that underpin the overarching objective of building capacity and improving market sustainability. These are:

- increasing fee rates paid to adult social care providers in local areas
- increasing adult social care workforce capacity and retention
- reducing adult social care waiting times

- 5.4 The Council's grant allocation for 2024/25 is £4,444k with the remaining £3,486k being used to utilise a reduction in social care waiting times to ensure full compliance with the grant conditions.

6. Next Steps

- 6.1 Following approval from the Executive, the following communications and transactions will be completed by:

| | |
|---|------------------------|
| Provider Letters- uplift award | April – exact date TBC |
| Electronic records (fees and schedules) updated | May – exact date TBC |

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

- 7.1.1 The recommended uplift for 2024/25 is as set out in the table at paragraph 3.1 which amounts to £6.043m.

- 7.1.2 A total budget of £6.310m had been agreed for contract inflation spread across two growth lines in the MTFP. The MTFP displays contractual inflationary uplift across £4.372m for contractual inflation in Adult Social Care and £19.836m demographic growth. An element of the £19.836m is made of the Market Sustainability and Improvement Fund of £4.444m and £958k of this is funding uplifts to residential and nursing care over and above the NLW requirements in order to meet the grant conditions of this fund.

- 7.1.3 After committing the £6.043m within scope of this report there is a remaining budget of £267k which will be earmarked to meet the requirements of any additional in year uplifts such as those from people in receipt of a direct payments or spot providers by exception.

- 7.1.4 There are no further financial implications arising from this proposal.

7.2 Legal and Governance

- 7.2.1 Section 5 of the Care Act 2014 establishes a duty on each local authority to ensure a sustainable market of care in their area. The 'market of care' includes the full range of service types and provisions applicable to adult social care which includes residential and nursing care, homecare, day care, supported living and the provision of direct payments to employ personal assistants.

- 7.2.2 Annual fee uplifts take into consideration market pressures and market sustainability. This includes the care market's ability to maintain adequate capacity and supply, whilst adhering to regulatory and quality requirements within the general and commercial environment in which care and support

providers operate. The uplifts also take into consideration central government's annual position on setting the National Living Wage.

- 7.2.3 The Care Act requires councils to ensure there are enough high-quality providers and services for people to choose from in their local area. This includes understanding the true costs of care, ensuring providers are paying care staff the national minimum wage and for the time spent travelling between calls, and working with providers to minimise the risk of unexpected failure. The legislation also requires councils to consider the impact of their own commissioning practices, avoiding any actions that could threaten the sustainability of the sector.

7.3 Relevant Policies and Plans

- 7.3.1 This proposal supports North Northamptonshire's Corporate Vision of being: "A place where everyone has the best opportunities and quality of life." The proposal also aligns to Northamptonshire's Health and Care Partnership vision of "a positive lifetime of health, wellbeing and care in our community." The proposal supports delivery of the following Council priorities:

- a) Active Fulfilled lives - access to better quality adult social care and providing enhanced support to improve mental health and wellbeing.
- b) Thriving places - supporting the creation of high-quality jobs and better skills
- c) Modern public services – provide good quality and efficient services valued by our customers

7.4 Risk

- 7.4.1 The provision of the proposed recommended uplift to the Council's contracted providers should drive a reduction in risk. Since the beginning of the pandemic in mid-2020 there have been increasing risks associated with our ability to meet needs assessed as eligible under the Care Act because there continues to be a strain on capacity within the social care market particularly, driven by the impact and legacy of Covid-19.
- 7.4.2 This position coupled with the general difficulty recruiting and retaining staff requires the Council to respond to help sustain the care and support market. The proposed uplift will alleviate some of these risks and create an environment for stability.
- 7.4.3 There are limited risks identified to the provision of a 0% uplift to spot providers. Fees levied by these providers are generally 20-40% higher than the Council's contract framework rates. This creates a further incentive for providers to become a contracted framework provider. However, the Council is increasingly contacted by spot providers seeking an increase in fees and manage these requests through open book accounting to ensure care fees provide value for money.

7.4.4 The variable uplift proposed for contracted supported living providers is based upon a detailed review of a sample of 25% of contracted packages of care determining actual provision of care within each tiered rate. This review demonstrated variable hourly rates in practice based on actual provision of care and support. Therefore, we propose to vary the uplift awarded to each tier to support us in minimising variation and to maximise value for money.

7.4.5 A detailed review and commissioning exercise will be completed in 2024/25 however, the assessment of the variable uplift proposed is based upon a 25% sample of the market so there is a risk of variation within the external market and that we may be approached for additional uplifts from contracted providers. This will be mitigated by our review and recommissioning exercise in 2024/25.

7.5 Consultation

7.5.1 The Council has received views from the care and support market relating to increasing pressures around recruitment and retention and the influence of non-care related competitors.

7.5.2 Annually the Council receives correspondence from many providers requesting uplifts in the approaching fiscal year. These communications have been fully reviewed and considered in arriving at the proposal and recommendation outlined in this paper.

7.6 Consideration by Executive Advisory Panel

7.6.1 The recently relaunched Executive Advisory Panels have been re-focussed to provide greater attention on policy and strategy development, annual fee uplifts are unlikely to be required to be presented to EAP for discussion unless there was a significant change in policy direction.

7.7 Consideration by Scrutiny

7.7.1 This proposal may be subject to consideration by Scrutiny Committee.

7.8 Equality Implications

7.8.1 84% of the Social Care workforce in North Northamptonshire is female, 28% are aged over 55 and 18% are of a Black, Asian, Minority Ethnicity. This compares to a gender ratio of 0.97 male to female, an average age of 41 and 10% of the population being of a Black, Asian or Minority Ethnicity in the general population across North Northamptonshire.

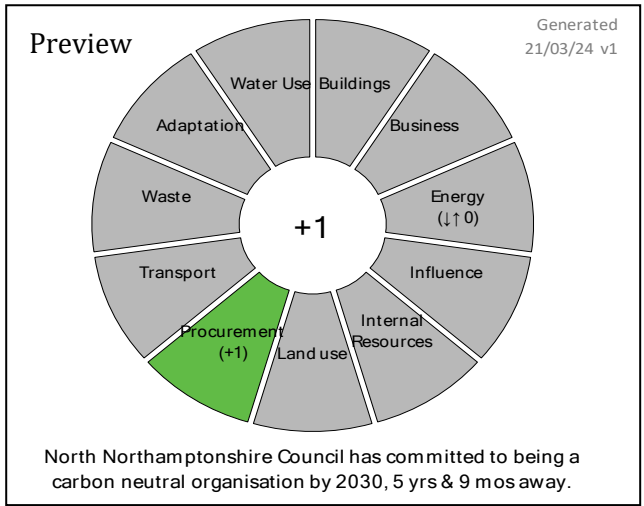
7.8.2 Targeting and supporting their financial sustainability is likely to have a positive equality impact. Our annual uplifts will support the recruitment and retention of the social care workforce, which is disproportionately weighted toward females,

those aged over 55 or from a Black, Asian or Minority Ethnicity when compared to the general population across North Northamptonshire.

- 7.8.3 Our uplifts will maximise the Council's contracted providers ability to expand to meet the needs of people in North Northamptonshire who have eligible care needs often as a result of a disability. Therefore, people drawing on the services of our contracted care providers are likely to have protected characteristics as a result of a disability so will be positively impacted by this proposal. These individuals will benefit to a greater extent from a market of high quality, sustainable social care providers supported by the recommended annual uplift.

7.9 **Climate and Environment Impact**

- 7.9.1 With the Council's declaration of a climate emergency in July 2021 and the approval of the Carbon Management Plan in December 2022, we have committed to working towards becoming a carbon neutral council by 2030.
- 7.9.2 A Climate Change Impact Assessment (CCIA) has been completed, and a Climate Change Impact Report is included as **Appendix A**.
- 7.9.3 Providing an inflationary uplift to these contracts will have minimal impact on carbon emissions and environment. It supports a continuation of services so the impact should remain the same.
- 7.9.4 Providers will be required to deliver the service in a way that limits impact on the climate and environment. Providers will work with North Northamptonshire Council to continuously review the service delivery model to benefit from new technologies or ways of working to further reduce environmental impact.
- 7.9.5 Within the terms and conditions of these contracts providers are required perform their obligations in accordance with the Authority's environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.
- 7.9.6 There is regular engagement with contracted providers via weekly bulletins, newsletter and quarterly forums where good practice is shared. Every provider will have an annual quality monitoring visit to ensure compliance with the contract.



7.10 Community Impact

7.10.1 This proposal and recommendations seek to strengthen care and support provision throughout the North Northamptonshire localities.

7.11 Crime and Disorder Impact

7.11.1 There are no identified impacts on crime and disorder because of this report.

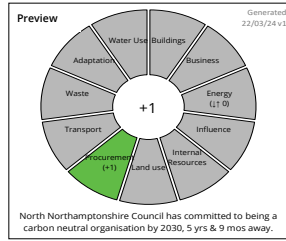
8 Background Papers

8.1 None.

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Climate Change Impact Assessment Tool (v1)

| | |
|---------------------------------------|---|
| Directorate & Service Area | Adults, Health Partnerships and Housing |
| Report Name | 2024/24 Inflationary uplift |
| Report date | |
| Report author & role | Matthew Jenkins- Assistant Director Commissioning and Performance |
| Proposal Summary | This report seeks approval for the annual inflationary uplift of contracted Adult Social Care Providers |
| Export filename | 2024/24 Inflationary uplift CCIA 22.03.24 .png |



- Copy to clipboard
- Save to desktop
- Copy alt-text



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|--|------------------|---|
| Buildings | Building construction | Report awards uplift to existing providers to ensure we (The Council) meet statutory duties as outlines in section 5 of The Care Act and does not directly contribute to any new construction or development. | | |
| Buildings | Building use | Report awards uplift to existing providers to ensure we (The Council) meet statutory duties as outlines in section 5 of The Care Act and does not directly contribute to any new construction or development. | | |
| Buildings | Green / blue infrastructure | Report awards uplift to existing providers to ensure we (The Council) meet statutory duties as outlines in section 5 of The Care Act and does not directly contribute to any new construction or development. | | |
| Business | Developing green businesses | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Business | Marketable skills & training | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Business | Sustainability in business | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Energy | Energy efficiency | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Energy | Reducing energy demand | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Energy | Switching to low-carbon energy supply | The paper proposes an uplift to existing contracted providers and therefore does not directly contribute towards developing green businesses. However, as commissioners we are keen to work with our contracted providers and use our voice and role as a large commissioner to influence providers actions. We will continue to encourage utilisation of green technologies with our contracted providers however, that is not directly in scope of this paper. | | |
| Influence | Communication & engagement | There is no direct impact on climate change awareness. However, the decision to award and inflationary uplift to contracted providers does support us in having a distinct cohort of providers to work with and we are able, through our influential voice, have greater focused engagement with independent providers to encourage them to adopt/invest in technologies or practices to support better practices from a climate/emissions perspective | | |
| Influence | Wider influence | There is no direct impact on climate change awareness. However, the decision to award and inflationary uplift to contracted providers does support us in having a distinct cohort of providers to work with and we are able, through our influential voice, have greater focused engagement with independent providers to encourage them to adopt/invest in technologies or practices to support better practices from a climate/emissions perspective | | |
| Influence | Working with communities | There is no direct impact on climate change awareness. However, the decision to award and inflationary uplift to contracted providers does support us in having a distinct cohort of providers to work with and we are able, through our influential voice, have greater focused engagement with independent providers to encourage them to adopt/invest in technologies or practices to support better practices from a climate/emissions perspective | | |
| Influence | Working with partners | There is no direct impact on climate change awareness. However, the decision to award and inflationary uplift to contracted providers does support us in having a distinct cohort of providers to work with and we are able, through our influential voice, have greater focused engagement with independent providers to encourage them to adopt/invest in technologies or practices to support better practices from a climate/emissions perspective | | |
| Internal Resources | Material / infrastructure requirement | This activity does not result in us using more or less of our existing infrastructure, supplies and council resources | | |
| Internal Resources | Staff time requirement | Staff do not have to work more or less on this activity | | |
| Internal Resources | Staff travel requirement | This activity does not mean that staff will need to travel more or less | | |
| Internal Resources | External funding | We are not able to leverage additional support for the activity from external funders | | |
| Land use | Carbon storage | This project does not result in a net increase or decrease in land carbon storage | | |
| Land use | Improving biodiversity adaptation | This activity does not help or hinder the natural world's ability to cope with climate change | | |
| Land use | Natural flood management | This activity does not reduce or increase the risk of flooding due to changes in land use | | |
| Procurement | Food & Drink | N/A | | |
| Procurement | Products | We are not increasing overall consumption of products or decreasing them | | |
| Procurement | Single-use plastic | N/A | | |
| Procurement | Services | Within the terms and conditions of the contracts where an inflationary uplift is being awarded (clause 16.1) providers are required to perform their obligations in accordance with the Authority's environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment. There is regular engagement with contracted providers via weekly bulletins, newsletter and quarterly forums where good practice is shared. Every provider will have an annual quality monitoring visit to ensure compliance with the contract. | +1 | |
| Transport | Decarbonising vehicles | This activity does not increase or decrease the use of fossil-fuelled vehicles | | |
| Transport | Improving infrastructure | This activity does not increase or decrease the opportunities within the borough for low carbon forms of travel | | |
| Transport | Demand reduction | This activity does not decrease or increase the need for motorised travel or promote sustainable modes of transportation | | |
| Transport | Supporting people to use public transport | This activity does not relate to public transport | | |
| Transport | Supporting people to use active travel | This activity does not relate to active travel | | |
| Waste | End of life disposal / recycling | This activity is not expect this activity to increase or decrease the proportion of waste which is recycled | | |
| Waste | Waste volume | N/A | | |
| Adaptation | Drought vulnerability | N/A | | |
| Adaptation | Flooding vulnerability | N/A | | |
| Adaptation | Heatwave vulnerability | Heatwaves may have an impact as the activity includes supporting individuals who may be vulnerable to heatwaves due to their health. We ensure alongside Public Health that we provide advice and support about heatwaves | | |
| Water Use | Improving water-use efficiency | N/A | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Commissioning for a Good Life Framework Agreement for Individuals with a Learning Disability |
| Lead Member | Councillor Gill Mercer, Executive Member for Adults, Health and Wellbeing |
| Report Author | David Watts, Executive Director of Adults, Health Partnerships and Housing (DASS) |

| | |
|--|---|
| 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 |
| Which Corporate Plan priority does the report most closely align with? | Active, fulfilled lives |

List of Appendices

Appendix A – Commissioning for a Good Life Review – October 2023

Appendix B – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1. This report seeks approval to extend the Commissioning for a Good Life (C4GL) Framework for adults with a learning disability.

2. Executive Summary

- 2.1. The current contract is due to expire on 9th January 2025.
- 2.2. There is provision within the contract to extend for a further five years from 10th January 2025 to 9th January 2030.

- 2.3. A detailed review was conducted and included insight and feedback from individuals with a learning disability, current providers and key stakeholders. The review was undertaken to inform commissioning intentions and to assess the model of support commissioned, value for money and outcomes for people drawing on services.
- 2.4. Based on the findings, it is recommended that the extension facility built into the contract is utilised. This would result in the existing contract being extended for a further five years to enable a phased recommissioning to take place and stand-alone contracts developed for each lot. This is based on the original terms of the contract award.
- 2.5. The contract value for the proposed extension is £36.3m per annum. This figure is currently factored into the Medium-Term Financial Plan (MTFP).

3. Recommendations

3.1. It is recommended that the Executive:

- a) Approve the extension of the Learning Disabilities Framework to ensure North Northamptonshire remains compliant in its statutory responsibilities. Furthermore, that during the extension period elements of the contract be recommissioned to allow for stand-alone contracts, where appropriate;
- b) Delegate to the Executive Member for Adults, Health and Wellbeing, in consultation with the Executive Director of Adults, Health Partnerships and Housing (DASS), to take any decisions in relation to future call-off and mini-competitions from the contract; and
- c) Delegate to the Executive Member for Adults, Health and Wellbeing, in consultation with the Executive Director of Adults, Health Partnerships and Housing (DASS), to take any further decisions and/or actions required in relation to recommissioning within the extension period to allow for stand-alone contracts.

3.2 Reasons for Recommendations:

3.2.1 This extension will ensure the Council continues to meet its Statutory duties under the Care Act 2014.

3.2.2 It will build on outcomes-based commissioning and further enhance the quality of the services and outcomes for individuals in the future.

3.2.3 Agreeing the extension enables the Council to:

- a. Maintain a pricing framework that is driven by the defined outcomes for individuals.
 - b. Consider future accommodation requirements based on a housing needs analysis and the wider Housing Strategy (2024/25).
 - c. Incorporate commissioning plans that are better informed by the Adult Social Care Strategy and the vision for strength-based approaches and more specifically co-production.
- 3.2.4 The extension is in the best interest of vulnerable people who have a learning disability living in North Northamptonshire and allows further time to co-produce a future service model that is reflective of and responsive to the people drawing on support services.
- 3.2.5 There will be no adverse effect to residents currently in receipt of services; continuity of care will be maintained.
- 3.3 Additional changes to the contract will be needed to build on the outcomes-based commissioning to date and further enhance the quality of the offers and outcomes for individuals over the extension period.
- 3.4 The Review identified potential areas of improvement to enhance the contract and in doing so address current budget pressures.
- 3.5 Alternative Options Considered: Alternative options were considered as part of the Review. These included taking no further action, resulting in the contract coming to an end in January 2025; recommissioning the service with a start date of January 2025; making use of the extension facility and recommissioning the framework to start in January 2030.

4. Report Background

- 4.1. Delegated authority was given by Northamptonshire County Council in 2019 to the Executive Director of Adults, Communities and Wellbeing in consultation with the Cabinet Member for Adult Social Care for the implementation of the Framework and for the provision of services to support clients and their outcomes going forward.
- 4.2. Given the length of time since the original decision was made, agreement to the extension is sought from the Executive members.
- 4.3. Over the extension period it is intended that there be a phased approach to recommissioning and where appropriate single contract arrangements procured.
- 4.4. Local authorities in England have a statutory duty under the Care Act 2014 to provide care assessments and meet the resulting assessed needs through the provision of care and support for people with learning disabilities.

- 4.5. The Council also has functions under the Care Act 2014 to ensure that the wellbeing of individuals must be at the centre of all it does.
- 4.6. The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life.
- 4.7. Local authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person.
- 4.8. The Council must have regard to these general duties in its decision-making, by agreeing the extension the Council can ensure it is meeting its duty under the Care Act.
- 4.9. The Care Act 2014 places a statutory duty on local authorities to provide care and support to meet the identified needs of individuals with a learning disability.
- 4.10. Section 1 places a duty on the Local Authority to ensure that the wellbeing of individuals remains at the centre of all that it does.
 - a. The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life.
 - b. Local authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person.
 - c. The wellbeing principle applies in all cases where a local authority is carrying out a care and support function, or making a decision, in relation to a person.
- 4.11 The current contract for services for individuals with a learning disability, commissioned by Northamptonshire County Council (NCC) in partnership with the Clinical Commissioning Group (CCG), expires on 9th January 2025.
- 4.12 The contract is made up of eight offers: residential living, supported living, supported accommodation, short breaks, support at home, living and learning, forensic support, and crisis support.
- 4.13 Key priorities for residents of North Northamptonshire with a learning disability very much focus on laying down the foundations for a 'good life.' The key theme that runs through national policy and good practice guidance is the need to provide services that support people to have healthy, meaningful, ordinary lives.
- 4.14 The contract provides
 - A clear focus on outcomes.
 - A focus on strength and progression-based support.
 - A fixed budget, based on assessment and evidence of need, to be used as a personal budget for all care and support requirements.

- 4.15 Services are provided by a diverse cross section of organisations. As of September 2023, there were 122 providers. The framework delivers 65.3% of all commissioned packages. 12% are commissioned via spot (non-framework) arrangements and 22.7% via our in-house service arrangements.
- 4.16 There are currently 6,400 people in North Northamptonshire living with a learning disability. Just over 1,300 people are diagnosed as having a 'moderate or severe' learning disability; these are the group most likely to require support.
- 4.17 As a local authority we currently commission support arrangements for 917 people with a learning disability (87.7% are between the age of 18 - 64 and 12.3% aged 65+).
- 4.18 A review has been undertaken to help inform the options available to the Council. As part of the review a range of activities were undertaken, including:
- a. Reviewing current provision, capacity, and demand mapping.
 - b. A review of the Pricing Framework including fee benchmarking with other Local Authorities & Cost Modelling.
 - c. Engagement with individuals who access services, current providers and key stakeholders.
 - d. An options appraisal.

5. Issues and Choices

- 5.1 Choosing to take no action is not a viable option because the existing contract is set to expire on 9th January 2025, which would result in a gap in statutory provision. While placements can still be arranged with providers, it should be noted that such arrangements on spot purchase are likely to be at an increased cost.
- 5.2 Recommission services for all lots to commence 10th January 2025 is not a viable option. Whilst this will allow new entrants to the market to meet areas of unmet need it allows little time for co-production of services to ensure that what matters most to people is at the heart of future contracts.
- 5.3 Extending for 5 years and recommission like for like with a start date of 2030 is not a viable option. At this point the contract will have been in place for 10 years. Some of the elements of the contract may appear 'tired' or in need of revision within the next 5-year period. It restricts scope for new providers to enter the market which reduces alternative capacity, creativity, and competition in some areas.
- 5.4 Extending the contract for 5 years and during this time recommission identified service in a phased way is the recommended option. Commencing procurement activities in a staged way will enable market entrants to be invited to tender for new contracts. This option enables the local authority to drill down on offers and services that can respond to gaps and the challenges identified.

6 Next Steps

6.1 Following approval from the Executive, the following actions will be prioritised:

The contract will be varied to include:

- a. a clear process for managing inactive providers for each of the offers.
- b. guidelines within the pricing framework as to the expected level of support for each of the supported living tiers.
- c. ensuring that all providers offering supported living are registered with CQC for both the specialism of learning disabilities and the service type of supported living.
- d. reviewing the tier structure for living and learning, formally incorporating enhanced tiers to support individuals with complex needs.

6.2 Workbooks will be developed to gather regular commissioning information including:

- defined KPI's to meet outcomes and levels of support delivered.
- financial data which reflects the direct support delivered for those individuals living in a supported living setting.

6.3 Work with the Adult Social Care Team to develop a more responsive process to managing a step up or down of the current defined tier as a result of change in needs.

6.4 Open up the Short Breaks offer to enable new entrants to the framework with the aim of increasing availability of residential short breaks.

6.5 Work with framework providers to continue to meet the needs and outcomes of the local population. Where there remain clear gaps in provision to meet demand, consideration should be given to opening the framework for new entrants.

6.6 Commissioners will work with providers on quality issues and the development of flexible support strategies.

6.7 Planning will commence to review all commissioning activities over the next 3-5 years and build in clear timelines for recommissioning.

7 Implications (including financial implications)

7.1 Resources and Financial

7.1.1 The total core spend for the contract is circa £36.3m per annum.

- 7.1.2 The total extension amount is £181.5m; this extends the contract through to January 2030.
- 7.1.3 The current expenditure for learning disability services is funded from base budget within Adult Services. Any decisions in relation to future inflationary uplifts will form part of the existing annual process
- 7.1.4 Cost savings are expected during the extension period and will be included within the MTFP The recommendations within the Review build on outcome-based commissioning, progression and step down.
- 7.1.5 Detailed plans for savings and associated timescales will be outlined in a separate report of Learning Disability Independent care spend.

7.2 Legal and Governance

- 7.2.1 The current Framework Agreement (FWA) was procured under the dissolved Northamptonshire County Council (NCC) with a term of 5+5 years. The current FWA expires on the 9th of January 2025 and the Council seeks to utilise the 5 years extension for the reasons set out in this report.
- 7.2.2 Regulations 74 to 76 (Light Touch Regime) of the Public Contracts Regulations as amended (PCR) makes provision for the procurement of Social Care Services and provides flexibility in the procurement and award of such contracts. Procurement under the LTR regulations (in the manner described in this report) are referred to as Pseudo Framework. This is different from other framework agreements procured under regulation 33 of the PCR.
- 7.2.3 Since the legacy Invitation to Tender (ITT) and FWA made provisions for the 5 years extension, and in keeping with the Council's justification for extending the contract (as described in this report), -the five years extension can be granted.
- 7.2.4 No additional extensions to this Framework Agreement should be granted after the 5+5 contract term has expired.
- 7.2.5 Since the legacy Invitation to Tender (ITT) made provisions for the 5 years extension, and in keeping with the justification as to why the extension is required by the Council as set out in this report, the five years extension can be granted.

7.3 Relevant Policies and Plans

- 7.3.1 The C4GL Framework supports North Northamptonshire's Corporate Vision of being: "A place where everyone has the best opportunities and quality of life".
- 7.3.2 It continues to align to Northamptonshire's Health and Care Partnerships vision of "a positive lifetime of health, wellbeing and care in our community".

7.3.3 It will ensure that future commissioning plans incorporate the Adult Social Care Strategy and the vision for strength-based approaches and co-production.

7.3.4 It will align to the Council's upcoming Housing Strategy

7.4 Risk

7.4.1 Working through the recommendations and next steps will reduce and/or eliminate any current constraints or risks associated with the model of delivery.

- there will be no adverse effects for individuals currently in receipt of support under the contract in terms of the continuity of service
- there will be no adverse effect to both the Council and those individuals in receipt of support, in terms of the cost of their support
- The Council will continue to work with the provider market to further develop good practice and efficiencies
- sufficient time is granted to co-produce, develop and implement new sustainable support arrangements for local residents of North Northamptonshire.

7.5 Consultation

7.5.1 To seek feedback, surveys were devised and made available to:

- a) individuals with a learning disability, their families, and unpaid carers.
- b) contracted providers
- c) professionals – including adult social care teams, brokerage, quality, Northamptonshire Health Foundation Trust (NHFT), Integrated Care Board (ICB)

7.5.2 Information was gathered from those providers actively supporting individuals in a residential or supported living setting, to ascertain at each of the tiers, the level of support required to meet individual's outcomes.

7.5.3 The recommendations from the review reflect the feedback and needs of individuals, the provider market and other stakeholders including internal and external partners.

7.6 Consideration by Executive Advisory Panel (EAP)

7.6.1 This paper may be considered by Executive Advisory Panel for Active Communities as part of the Council's governance process.

7.7 Consideration by Scrutiny

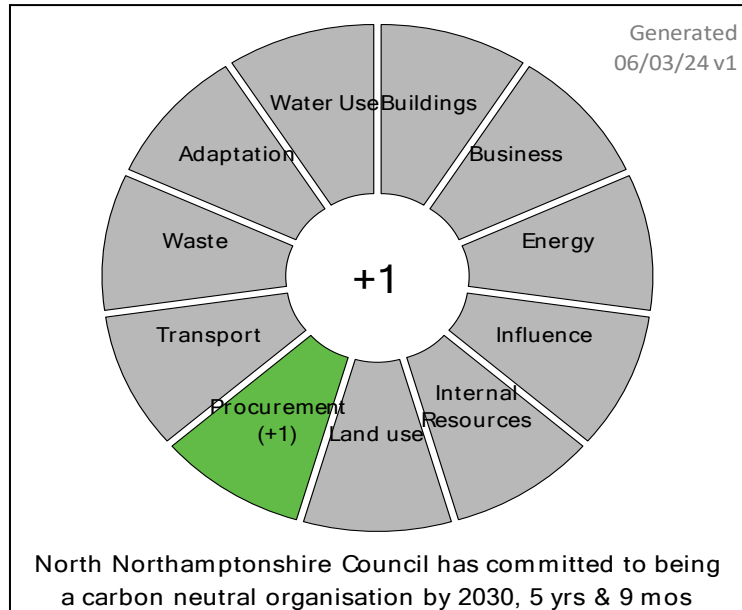
- 7.7.1 The procurement process and/or any part of the requirement may be selected for consideration by scrutiny.

7.8 Equality Implications

- 7.8.1 The services included in this report are for vulnerable people with learning disabilities. There are no negative equality implications associated with the recommendations in this report. The requested extension will offer service continuity and support the improvement of services.

7.9 Climate Impact

- 7.9.1 With the Council's declaration of a climate emergency in July 2021 and the approval of the Carbon Management Plan in December 2022, we have committed to working towards becoming a carbon neutral council by 2030.
- 7.9.2 A Climate Change Impact Assessment (CCIA) has been completed, and a Climate Change Impact Report is included as Appendix B.
- 7.9.3 Extending the contracts will have minimal impact on carbon emissions and environment. Continuation of services so impact should remain the same.
- 7.9.4 Providers will be required to deliver the service in a way that limits impact on the climate and environment. Providers will work with North Northamptonshire Council to continuously review the service delivery model to benefit from new technologies or ways of working to further reduce environmental impact.
- 7.9.5 Within the terms and conditions of the contract (clause 16.1) providers are required to perform their obligations in accordance with the Authority's environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.
- 7.9.6 There is regular engagement with contracted providers via weekly bulletins, newsletter and quarterly forums where good practice is shared. Every provider will have an annual quality monitoring visit to ensure compliance with the contract.
- 7.9.7 During the extension period it is intended that there be a phased approach to recommissioning. When any commissioning activity takes place, a CCIA assessment will be completed.



7.10 Community Impact

7.10.1 The Council will work with providers to maximise employment opportunities within the local community.

7.10.2 Providers will work collaboratively with the Voluntary, Community and Social Enterprise sector to deliver joined-up and holistic care and support to individuals accessing service.

7.11 Crime and Disorder Impact

7.11.1 There are no specific implications affecting this decision

8 Background Papers

8.1 None

Commissioning for a Good Life Framework for Individuals with a Learning Disability

Useful information

- Report authors: Fiona Steinhardt
- Author contact details: fiona.steinhardt@northnorthants.gov.uk
- Report version number: v2

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Executive Summary

The current contract for the C4GL Framework, which commenced in January 2020, is due to come to an end on 9th January 2025. There is the option of an extension for a further 5 years (ending January 2030).

The framework was commissioned by Northamptonshire County Council (NCC) in partnership with Northamptonshire Clinical Commissioning Group (CCG).

The annual contract value at the time of commissioning was £98m. The current annual value for North Northamptonshire is £36.3m.

This report provides an overview of the population profile for individuals with a learning disability, reviews the landscape of the current provider market and provides insight and feedback from individuals with a learning disability as well as other key stakeholders. It aims to draw conclusions about gaps in service and unmet need and to consider the options available to the Council in ensuring the continuation of services for individuals with learning disabilities.

Background and Context

The Care Act 2014 places a statutory duty on local authorities to provide care and support to meet the identified needs of individuals with a learning disability.

The current contract is made up of eight offers: residential living, supported living, supported accommodation, short breaks, support at home, living and learning, forensic support, and crisis support.

Key priorities for residents of North Northamptonshire with a learning disability very much focuses on laying down the foundations for a 'good life.' The key theme that runs through national policy and good practice guidance is the need to provide services that support people to have healthy, meaningful, ordinary lives.

Key Objectives:

- I. **Build the right community-based services to enable people to remain in their local community, maintain their independence and be active citizens.**
- II. **People's quality of life is maximised by the support and services which they access.**
- III. **Make sure services are responsive to the range of needs including escalating need, and at different transition (change) points.**
- IV. **Ensure individuals have access to good quality affordable accommodation that is not linked to their support and that offers long term security of tenure.**
- V. **Empower individuals by maximising opportunities for collaboration and co-production.**

- VI. **Ensure good support is available for carers of people with a learning disability**

- VII. **Work collectively to reduce Health Inequalities**
 - a. Increasing the numbers of people with a learning disability who receive an annual health check, identifying health problems early where there may have been no indication or symptoms.

 - b. Embedding Learning from the Learning Disabilities Mortality Review (LeDeR)

- VIII. **Develop more focus on supporting people to become employment ready.**

- IX. **Reduce the number of individuals residing in in-patient beds including NHS England specialist commissioning beds and support hospital avoidance and readmission.**

- X. **Use the full potential of technology to support people’s lives and aspirations.**

Legislation and Key Guidance

The Care Act 2014 (Section 5)¹ Requires local authorities to facilitate and shape the care market for adult social care to enable the needs of all people living in its area who need care and support to be met including people who fund their own care. The ambition is to promote a sustainable and diverse range of care and support providers, whilst continuously improving quality and choice.

The duty to promote individual wellbeing (Section 1) makes it clear that a local authority’s duty is to ensure that the wellbeing of individuals must be at the centre of all it does.

1. The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life.
2. Local authorities must promote wellbeing when carrying out any of their care and support functions in respect of a person.
3. The wellbeing principle applies in all cases where a local authority is carrying out a care and support function, or making a decision, in relation to a person.

People at the Heart of Care 2021.² A 10-year vision with 3 key objectives:

1. People will have choice, control, and support to live independent lives.
2. People can access outstanding quality and tailored care and support.
3. People find adult social care fair and accessible.

¹ [Care and support statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364822/care-act-2014-section-5-guidance.pdf)

² [People at the Heart of Care: adult social care reform - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364822/people-at-the-heart-of-care-2021.pdf)

Next Steps People at the Heart of Care 2023.³ Updates the progress and refreshes the ambitions set in the original document.

Building the right support for people with a learning disability and autistic people action plan (2022)⁴

The government's 'Building the Right Support' document is an action plan intended to support people with a learning disability and autistic people to live an ordinary life and fulfil their aspirations, in their own home. The action plan seeks to do this by:

- Strengthening community support
- Reducing the overall reliance on specialist inpatient care in mental health hospitals.
- Improving the experience of people with a learning disability and autistic people across public services such as health, social care, education, employment, housing and justice

Right Support, Right Care, Right Culture 2020⁵

This guidance sets out expectations for what good care looks like for autistic people or people who have a learning disability, as well as how the Care Quality Commission will inspect services which provide this care.

Right support: • Model of care and setting maximises people's choice, control and independence.

Right care: • Care is person-centred and promotes people's dignity, privacy and human rights.

Right culture: • Ethos, values, attitudes and behaviours of leaders and care staff ensure people using services lead confident, inclusive, and empowered lives

NHS Long Term Plan 2019⁶

The ambitions are defined as:

1. Making sure people get the best start in life.
2. Delivering world class care for major health problems
3. Supporting people to age well

The Plan commits the NHS to tackling the causes of morbidity and premature death for people with learning disabilities and sets several targets, such as increasing annual health checks, introducing designated keyworkers for young people, and reducing inpatient care.

Social Housing (Regulation) Act 2023⁷

It aims to give tenants greater powers and improve access to swift and fair redress. The Act offers greater protection to social housing tenants against serious hazards in their homes, ensuring a better service and quality of life.

³ [Next steps to put People at the Heart of Care - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/next-steps-to-put-people-at-the-heart-of-care)

⁴ [Building the Right Support Action Plan - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/building-the-right-support-action-plan)

⁵ [Right support right care right culture \(cqc.org.uk\)](https://www.cqc.org.uk/publications-and-reports/right-support-right-care-right-culture)

⁶ [The NHS Long Term Plan – a summary](https://www.nhs.uk/longtermplan/summary)

⁷ [Essential Guide to the Social Housing Regulation Act.pdf](https://www.gov.uk/government/consultations/social-housing-regulation-act-2023)

Renters Reform Bill⁸

The new Bill is designed to improve tenants' rights, including:

- abolishing Section 21 'no fault' evictions meaning landlords can only evict on fault-based grounds and reasonable circumstances
- ending fixed-term tenancies.
- Tenants will also have the right to request a pet, which landlords cannot unreasonably refuse

The Bill is at the 'second reading stage' and unlikely to receive Royal Assent until the spring of 2024.

Link to other strategies

Services and future work will be aligned to the forthcoming Adult Social Care Strategy and NNC Housing Strategy for those with care and support as well as the Council's strategic objectives.

Understanding Need

Demographics

North Northamptonshire's population grew by 13.5% to 359,522 people in the 10-year period to 2021.⁹ This increase was higher than the overall increase for England (6.6%) and the East Midlands (7.7%). North Northamptonshire saw a 10.3% increase of those aged 15-64 and a 30.4% for people aged 65 and over. Compared to the national picture, growth has been higher than the national average of 3.6% of those aged 15 to 64 years and 20.1% for people aged 65 years and over.

The local area population is set to continue to grow and age over the next 10 years and thereafter, with estimates predicting the most significant growth in those aged 50+.

There are currently 6,400 people in North Northamptonshire living with a learning disability. Of these 78% of people are aged 18-64 and 22% are aged 65 and over. POPPI¹⁰ and PANSI¹¹ data forecasts that the number of adults with a learning disability will increase by 19.5% by 2040. Growth is heavily concentrated amongst the older age groups, with 51.5% growth for individuals aged 65 and over and 10.6% growth for those aged 18-64.

The impact of an ageing population is anticipated to be exacerbated amongst those with learning disabilities. Higher levels of social and economic exclusion will likely lead to more frequent use of acute and costly public services as people age. Social isolation and loneliness are likely to be especially true for people with learning disabilities, many of whom have small social circles and may rely on formal support to make and maintain connections.

⁸ [The Renters Reform Bill - Shelter England](#)

⁹ [North Northamptonshire population change, Census 2021 – ONS](#)

¹⁰ [Projecting Older People Population Information System \(poppi.org.uk\)](#)

¹¹ [Projecting Adult Needs and Service Information System \(pansi.org.uk\)](#)

Many people with learning disabilities will not require social care services or specialist health services. Like the rest of the population, on a day-to-day basis, people with learning disabilities will be in contact with universal community services.

As of 2020, just over 1,300 people were diagnosed as having a 'moderate or severe' learning disability; these are the group most likely to require support. Data forecasts the number of adults in this group will increase by 16.1% between 2020 and 2040. Growth for those aged 65 plus is significantly higher at 44.7% compared with 11.4% for working age adults (18-64)

There is predicted to be a 10.7% increase in the number of people living at home with parents by 2040. This reflects an additional 43 people, bringing the total number to 446. People with learning disabilities are living longer and it is increasingly likely that they will outlive their parents. For many, this will mean the loss of a parent and primary carer at the same time.

| | 2020 | 2040 | Difference +/- |
|--|--------------|--------------|----------------|
| Total Population aged 18-64 predicted to have a learning disability | 5,006 | 5,537 | 10.6% |
| Total Population aged 18-64 predicted to have a Moderate or Severe Learning Disability | 1143 | 1273 | 11.4% |
| Total Population predicted to have a Severe Learning Disability | 297 | 332 | 11.8% |
| Total Population with learning disabilities predicted to have Challenging Behaviour | 93 | 102 | 9.7% |
| Total Population aged 18-64 with a learning disability predicted to be Living at Home with Parents | 403 | 446 | 10.7% |
| Total population predicted to have Downs Syndrome | 129 | 142 | 10.1% |

Table 1: ONS Population Projections 2021 Census (PANSI)

| | 2020 | 2040 | Difference +/- |
|--|-------------|-------------|----------------|
| Total Population aged 65+ predicted to have a learning disability | 1394 | 2112 | 51.5% |
| Total Population aged 65+ predicted to have a Moderate or Severe Learning Disability | 190 | 275 | 44.7% |
| Total population predicted to have Downs Syndrome | 3 | 4 | 33.3% |

Table 2: ONS Population Projections 2021 Census (POPPI)

Snapshot summary

based on the 2021 Census for People with Learning Disabilities (POPPI/PANSI)

2020

6400 people live in North Northamptonshire

5006 are aged between 18 and 64.

1394 are aged 65+

2030

7110 people are predicted to live in North Northamptonshire

This represents an overall increase of **710 people**.

2040

7649 people are predicted to live in North Northamptonshire

A further increase of **539 people**.

Total Predicted Increase to 2040

531 people aged 18-64 (26 people per year)

718 people aged 65+ (36 people per year)

For the purpose of this report the focus will be on current need and future projections to 2030. By 2030 North Northamptonshire is projected to see an increase of **710 people** with a learning disability.

There will be an increase of 130 people with a moderate or severe learning disability as well as an additional 28 people living at home with parents.

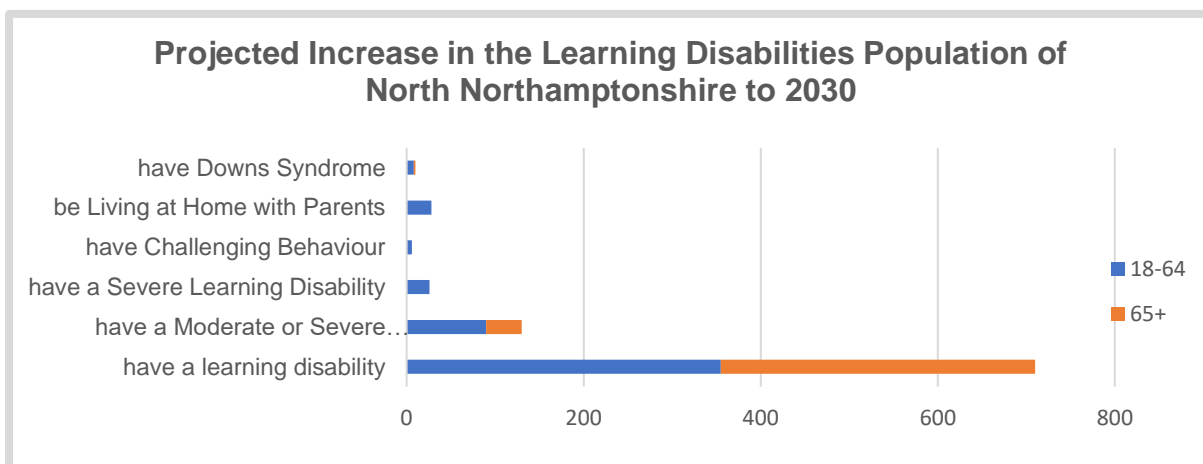


Figure 1: Projected increase in the number of people with a learning disability at 2030 (PANSI and POPPI, 2021)

A summary of the projected growth for each of the four geographical locations of North Northamptonshire is detailed as:

Total population projections, for individuals aged 18-64:

- the highest growth is in Corby - **131** people.
- The lowest growth is in Wellingborough - **39** people.

For those aged 65+:

- the highest growth is in East Northants - **122** people.
- The lowest growth is in Wellingborough - **68** people.

Looking specifically at individuals with a moderate or severe learning disability the projected growth remains similar, with the highest increase in Corby of 41 people and the lowest Wellingborough with 19 people.

For a detailed breakdown by location please refer to Appendix 1.

Review of Current Position

As a local authority we currently commission support arrangements for 917 individuals with a learning disability.

- 804 people (87.7%) are between the age of 18-64
- 113 (12.3%) are aged 65 and above
- 384 people (41.9%) are female.
- 533 (58.1%) are male

Based on the most recent census figures, the Council is currently supporting 16% of all individuals with a learning disability, aged 18-64 and 8% for those aged 65+.

If we assume that those receiving support are more likely to have a moderate or severe learning disability, the revised percentages are 70.3% for those aged 18-64 and 59.5% for those aged 65+

Based on locality, by far the largest number of individuals currently funded by Adult Social Care (ASC) live within Kettering and the surrounding villages, followed by Wellingborough, Corby, and lastly East Northants.

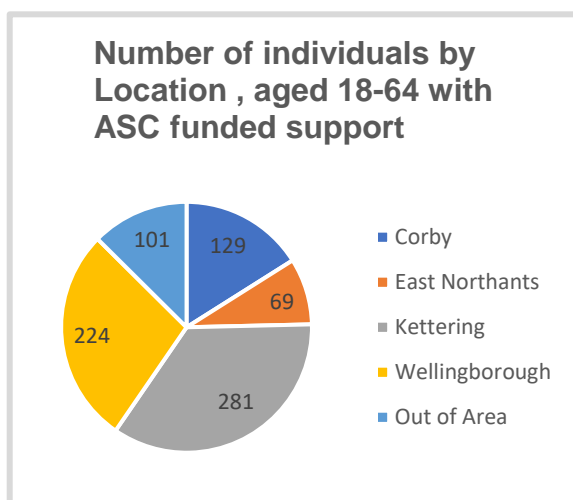


Figure 2: Postal Town of Individuals aged 18-64, Commitment Report 21.08

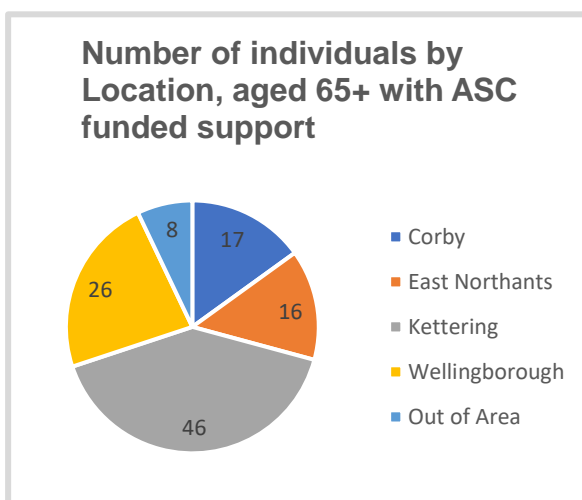


Figure 3: Postal Town of Individuals aged 65+, Commitment Report 21.08

Combining the above to reflect the total number of adults (18+) by locality; 40% of individuals who receive services live within Kettering. This is twice that of Corby and approximately 4 times that of East Northants.

By adding the projected percentage growth to 2030, for those with a moderate or severe learning disability, each localities percentage share of population adjusts slightly. Kettering whilst retaining the highest population in terms of funded packages will see an actual decrease in overall % share. This is the same for Wellingborough. Both Corby and East Northants are projected to see an increase in % share by locality.

| | Number of People based on Current Commitment | As a Percentage (%) | Projected Increase in No. of people to 2030 | Revised Commitment at 2030 | Total commitment as a Percentage (%) |
|----------------|--|---------------------|---|----------------------------|--------------------------------------|
| Corby | 146 | 18.00% | 41 | 187 | 19.94% |
| Kettering | 327 | 40.50% | 36 | 363 | 38.70% |
| East Northants | 85 | 10.5% | 34 | 119 | 12.69% |
| Wellingborough | 250 | 31.00% | 19 | 269 | 28.68% |

Table 3: Number of Individuals in receipt of commissioned services by locality, including projected growth

Note: Assuming all predicted growth for those with a moderate or severe learning disability will require a support package

Accommodation Based Support

There are currently 394 people receiving support either within a residential, supported living or shared lives service.

A supported living setting is by far the most prevalent service provision with 65% of these individuals receiving care and support in this setting. 29% of individuals are supported within a residential living setting and 6% within a shared lives placement.

The graph below, provides a summary across each of the four localities.

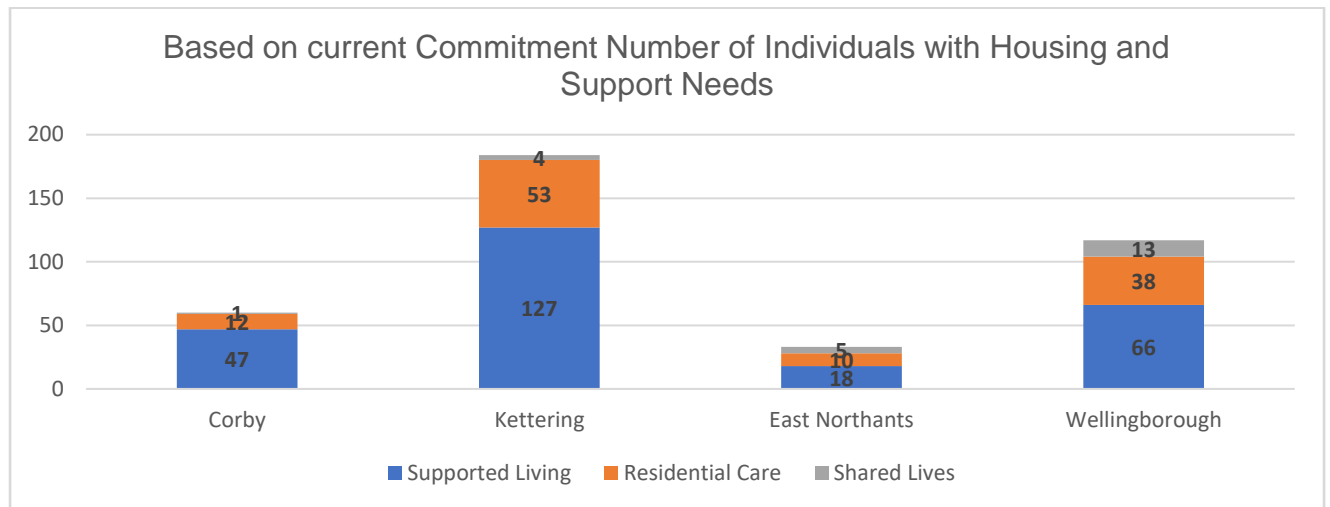


Figure 4: Summary of accommodation-based support by location, commitment report 21.08

47% of individuals with housing and support needs live in Kettering and surrounding villages, 30% are living in Wellingborough, 15% in Corby and 8% in East Northants.

Higher numbers of younger adults (18 -64) live within a supported living setting in preference to residential or a shared lives placement. Of those living within a supported living setting, 56% live within a shared environment and 46% in single accommodation.

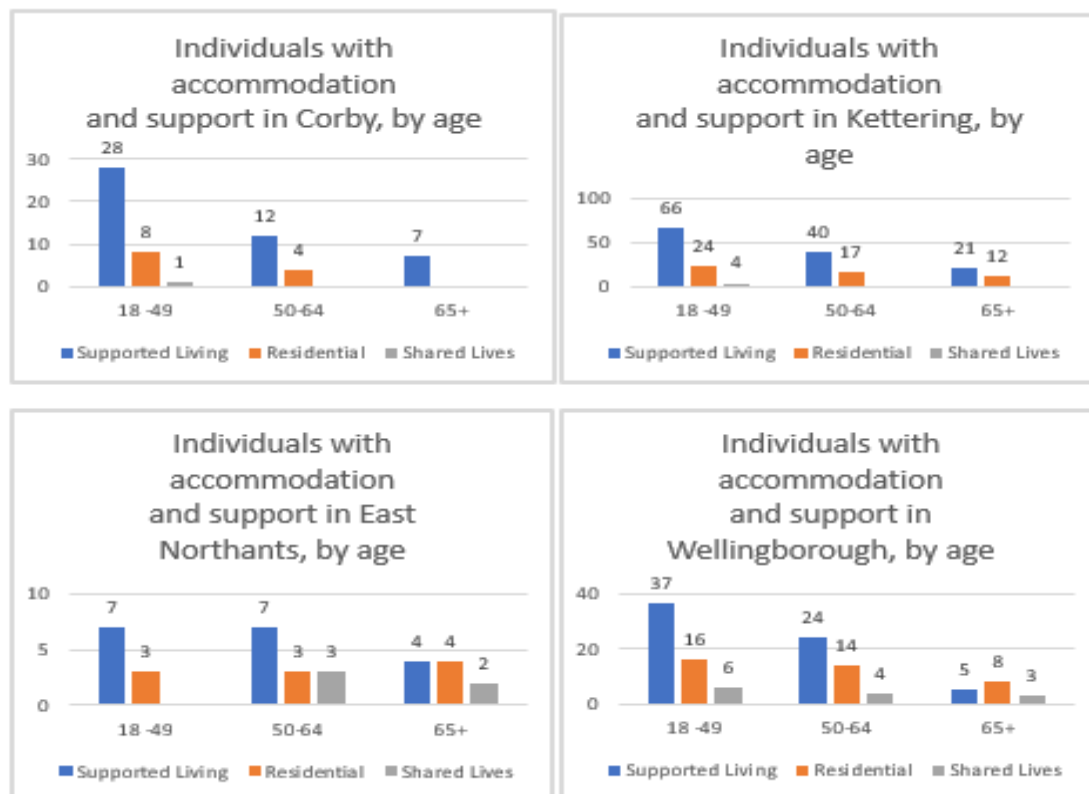


Figure 5: Accommodation arrangements across the 4 geographical locations

Of the 258 individuals living in a supported living setting 64 people (25%) are claiming housing benefits under exempt accommodation status.

Exempt accommodation is defined as being either: a resettlement place; or accommodation that is provided by a county council, housing association, registered charity, or voluntary organisation where that body, or person acting on their behalf, provides the claimant with care, support, and supervision.

It is provided outside of a Universal Credit Award through Housing Benefit (HB) and in that respect is exempt from the usual benefit cap. It therefore means that individuals who need support are more readily able to find accommodation that meets their needs and enables them to live as independently as possible.

Of the remaining 194 people (75%) housing needs will be met through local housing stock, shared ownerships and private landlord arrangements. Private landlord arrangements are likely to be the highest percentage; subject to the local housing allowance and as such the rents received are capped. In order to find suitable accommodation, individuals may be required to 'top up' the rent from their other benefits.

Ethnicity

The services for individuals with learning disabilities, commissioned by the Council reach less ethnically diverse groups than expected given the composition of our communities.

93.7% of individuals receiving services identify their ethnic group within the "White" category. This figure is higher than the number of people across the locality, who identify from a white background (90.3%).¹²

2.98% of individuals identify as "Black, Black British, Black Welsh, Caribbean or African" compared with 3.1% of North Northamptonshire residents.

2.24% identify as "Asian, Asian British or Asian Welsh" category compared with 3.5% of residents.

Health

People with learning disabilities are at increased risk of experiencing poorer health and well-being than the general population. They experience unequal provision of and access to health services and unequal treatment within mainstream health services.

Individuals are still 'considerably' more likely to die prematurely. Data reported by NHS digital 2017 shows that on average the life expectancy of women with a learning disability is 18 years shorter than for women in the general population. The life expectancy of men with a learning disability is 14 years shorter than for men in the general population.

There has been a slight increase in the average age of death of individuals; this has increased to 62 in 2022, from 61 in 2020. There is strong evidence to suggest that people from ethnic minority groups are more likely to die at a much earlier age than those of a white background. One study commissioned by the Race and Health Observatory, highlights

¹² [How life has changed in North Northamptonshire: Census 2021](#)

findings from the Learning Disabilities Mortality Review (LeDeR).¹³ Of all LeDeR notifications from 2018-2021, people from ethnic minority groups had a significantly lower median age at death than people denoted as 'white'. The median age at death for people from ethnic minority groups was 34 years compared to 62 years for the 'white' ethnic group. Whilst this is startling, the findings should be interpreted with caution due to the small number of people who were from ethnic minority groups compared to those denoted as 'white'.

Other health related issues include:

25-40% will experience mental health issues with a risk that their mental health needs may not be identified due to assumptions that symptoms and behaviours are caused by their learning disability

About 1 in 5 people with learning disabilities who are over the age of 65 will develop dementia. People with Down's syndrome have an even higher risk, with about 2 in 3 people over the age of 60 developing dementia, usually Alzheimer's disease.¹⁴ This is significantly higher than the general population of 1 in 11 people.

Around 20% of people with a learning disability will have epilepsy compared to 1 % in the general population.¹⁵

For the year 2022/23 74% of individuals registered with a learning disability in North Northamptonshire had an Annual Health Check (AHC). Data to date shows that in the first 4 months of this year (April – July) 14% of individuals have had their AHC. If take up continues as is this the annual uptake will be significantly lower this year, at 42%.

Employment

The number of adults in paid employment has seen a decline in recent years. As at 2020/21 there were 5.1% per cent of adults with learning disabilities in paid employment. This represents a 1% decrease from 2019/20 figures.

In North Northamptonshire the employment figure sits at 2.3% (2020/21).¹⁶ Compared with our surrounding local authorities, only Peterborough reports a lower percentage at 1.7%.

This measure shows the proportion of adults with a learning disability who are known to councils and are recorded as being in paid employment

Inpatient Services

There are currently 17 people in an inpatient setting; 6 of which have a learning disability.

4 have an expected discharge date (EDD) in 2023:

- 2 of these people have been referred to brokerage; one is progressing with assessments, the other has a confirmed community placement

¹³ [RHO-Executive-Summary-LD-Report.pdf \(nhsrho.org\)](#)

¹⁴ [Learning disabilities and dementia | Alzheimer's Society \(alzheimers.org.uk\)](#)

¹⁵ [Learning disabilities | Epilepsy Society](#)

¹⁶ [Proportion of adults with learning disabilities in paid employment in Adur | LG Inform \(local.gov.uk\)](#)

- 2 are not currently ready to move back into the community.

The remaining two individuals have an EDD of 2024 (April and July).

Moving into Adulthood

The Transitions Team are working with a number of young people aged 16 and over who are likely to continue to need support as they move into adulthood.

The data below reflects the numbers for all young people, including those with a learning disability, mental health needs and autistic individuals. This will require to be broken down further both in terms of primary support need and timescales, to ensure adequate services are in place to meet future need.

| Service | Total number over the next two years | Comments |
|------------------------|--------------------------------------|---|
| Supported Living | 8 | Currently in a residential setting |
| Residential | 2 | |
| Community Support | 72 | Currently have an EHCP Plan and are likely to require some support to replace education |
| Short Breaks (Respite) | 26 | Number currently accessing respite in Children's Services |

Table 4: Number of Young People aged 16+ that will require Adult Social Care

Of those requiring Community Support, 30 young people are currently living at home with their family. Some of these individuals may choose to move out of home and will be looking at a supported living setting alongside community support.

Summary of Current Position and Need by Locality

CORBY - Learning Disabilities Population

1309 people live within Corby.

The population is projected to grow by 13.7% at 2030 to 1511 people.

146 people have funded support arrangements.

49 people live in a supported living setting.
12 in residential care
1 in shared lives

KETTERING - Learning Disabilities Population

1873 people live within Kettering.

The population is projected to grow by 10.8% at 2030 to 2075 people.

327 have funded support arrangements.

127 people live in a supported living setting.
53 in residential care
4 in shared lives



**North
Northamptonshire
Council**

EAST NORTHANTS - Learning Disabilities Population

1762 people live in East Northants

The population is projected to grow by 11.3% at 2030 to 1961 people.

85 people have funded support arrangements.

18 people live in a supported living setting.
10 in residential care
5 in shared lives

WELLINGBOROUGH - Learning Disabilities Population

1456 people live in Wellingborough.

The population is projected to grow by 7.3% at 2030 to 1563 people.

250 people have funded support arrangements.

66 people live in a supported living setting.
38 in residential care
13 in shared lives

Overview of Current Contract

The Commissioning for a Good Life Framework for Learning Disabilities went live in January 2020.

The framework is made up of eight offers: residential living, supported living, supported accommodation, short breaks, support at home, living and learning, forensic support, and crisis support.

127 providers were awarded a contract with each provider applying and being awarded one or more of the eight offers.

The framework was commissioned as a 5-year contract (ending 2025). Successful providers joined at point of award and the framework has remained closed since this date. The framework agreement is due to end on the 09/01/2025, there is the option of an extension for a further 5 years (ending 9th January 2030).

The contract provides

- A clear focus on outcomes
- A focus on strength and progression-based support
- A fixed budget for care and support, based on assessment and evidence of need, to be used as a personal budget for all care and support requirements.

Services are currently provided by a diverse cross section of organisations. As at September 2023 there were 122 providers on the framework.

The graph below shows the number of providers awarded under each lot and the number who are currently active. Whilst some of the lots have a number of active providers others have none.

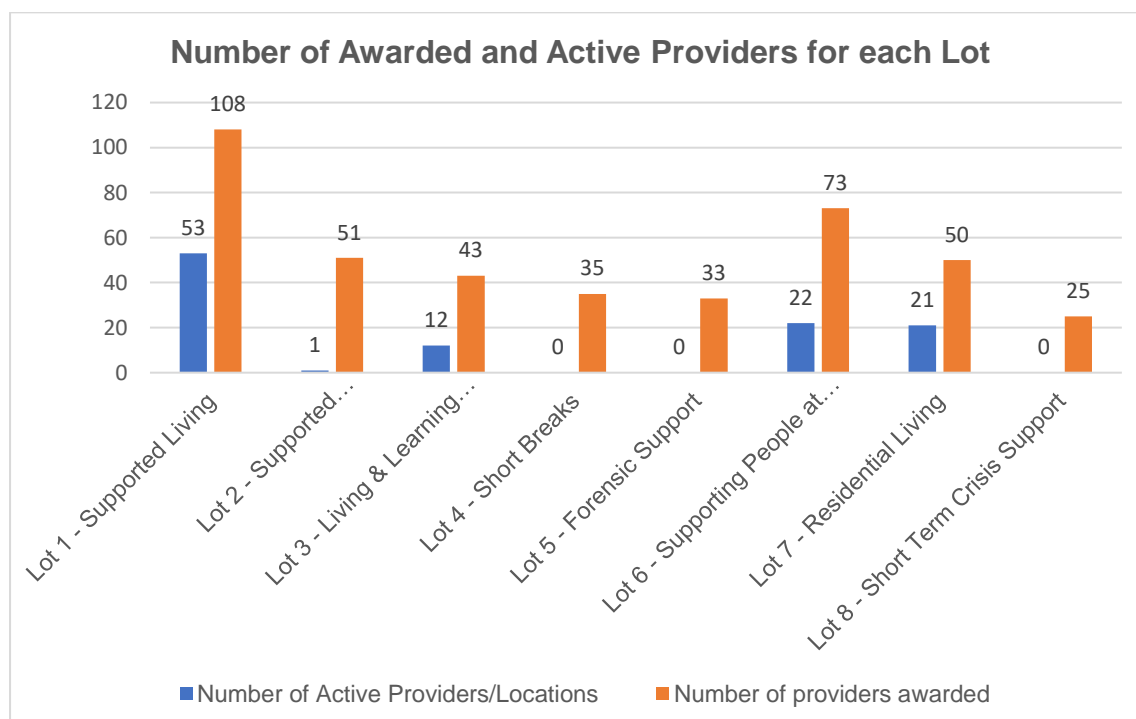


Figure 6: Number of Awarded and Active Providers

The current annual spend for the contract is £36.3m. The highest spend is supported living at £21.7m, followed by residential living at £10.4m (88% of total expenditure).

The table below provides a full breakdown of the annual commitment for each of the framework lots. There are no packages commissioned for supported accommodation, forensic support, and crisis support.

The Framework delivers 65.3% of all commissioned packages. 12% are commissioned via spot (non-framework) arrangements and 22.7% via our In-house service arrangements.

| Lots | C4GL No. of Packages | Annual Spend | No. of Non-Framework Packages | Total Annual Spend Non-Framework |
|----------------------------------|-----------------------------|---------------------|--------------------------------------|---|
| Lot 1: Supported Living | 265 | £21,720,714 | 16 | £1,715,952 |
| Lot 2: Supported Accommodation | 0 | | 0 | |
| Lot 3: Living and Learning | 229 | £2,635,913 | 24 | £301,694 |
| Lot 4: Short Breaks | 4 | £25,649 | 18 | £279,935 |
| Lot 5: Forensic | 0 | | 0 | |
| Lot 6: Supporting People at Home | 74 | £1,511,581 | 32 | £807,493 |
| Lot 7: Residential Living | 116 | £10,446,758 | 36 | £3,127,369 |
| Lot 8: Crisis Support | 0 | | 0 | |
| TOTAL | 688 | £36,340,615 | 126 | £6,232,443 |
| % of Overall Total | 65.3% | 80.9% | 12% | 13.9% |

Table 5: Current annual commitment for Individuals with a Learning Disability, excluding Direct Payment (Commitment Report 25/09/2023)

Outcome based contracting

The current Framework focuses on outcomes and what people want the most in life; it encourages individuals to express what is important to them and the outcomes they want for themselves. This means having choice and influence over where they live, where they work, what happens during the day and how they spend their leisure time. It provides scope for empowerment, greater choice and control for each individual.

It moves from a traditional process and activity-based approach to service planning and delivery, to a more flexible and responsive model.

The Outcomes were arrived at through descriptions of experience called ‘**I statements**’.

These are detailed as:

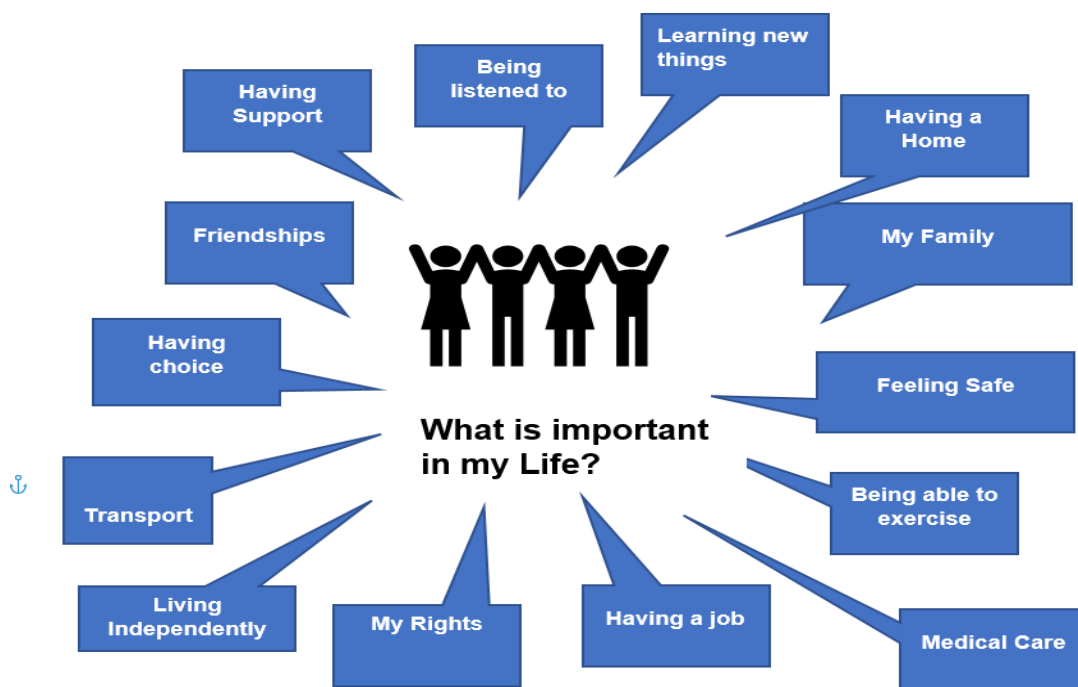
- People get the help they need when they need it
- People have, and hold on to, relationships that have meaning to them
- People feel in control

- People have equal access to healthcare, training and occupation
- People feel safe but are supported to take risks
- People have somewhere to live they call home
- People live longer
- Carers are able to continue caring

The Outcomes Thread is embedded in both thinking and practice from **assessment to support planning, to review and quality/contract monitoring:**

- Assessment – Strength based; outcomes oriented
- Provider: Support plan - detail around outcomes and how they will be achieved - the steps and the end point
- Monitoring – outcomes progress and achievement, quality of experience, key performance indicators

At a recent engagement session (May 2023), individuals were asked ‘**What is important in your Life.**’ The feedback as outlined below, continues to reflect the defined I Statements above.



The Adult Social Care Outcomes Framework (ASCOF) measures progress against key priorities.¹⁷ Importantly, it measures how well care and support services achieve the outcomes that matter most to people. For 2023 to 2024 ASCOF outcomes-based priorities are focused on 6 key objectives

1. Quality of life
2. Independence
3. Empowerment
4. Safety

¹⁷ [Adult Social Care Outcomes Framework](#)

5. Social connections
6. Continuity and quality of care

These 6 objectives aim to maximise quality of life by commissioning social care which helps maintain independence and empower individuals by offering good quality information and advice over the care they can access. The focus being on care that is important to the individual rather than assumptions as to what people want.

Demand over the last 12 months

There are 269 packages with a start date within the last 12 months (October 2022 – September 2023).

Supported living has seen the highest number of packages, followed by day support and support at home.

Of the 269 packages:

31% were new services – individuals have not previously received support under this offer
 6% were referred to brokerage as the individual was looking for a change of provider
 63% reflected a change to an existing package i.e., an increase or decrease in support or amendment to coding

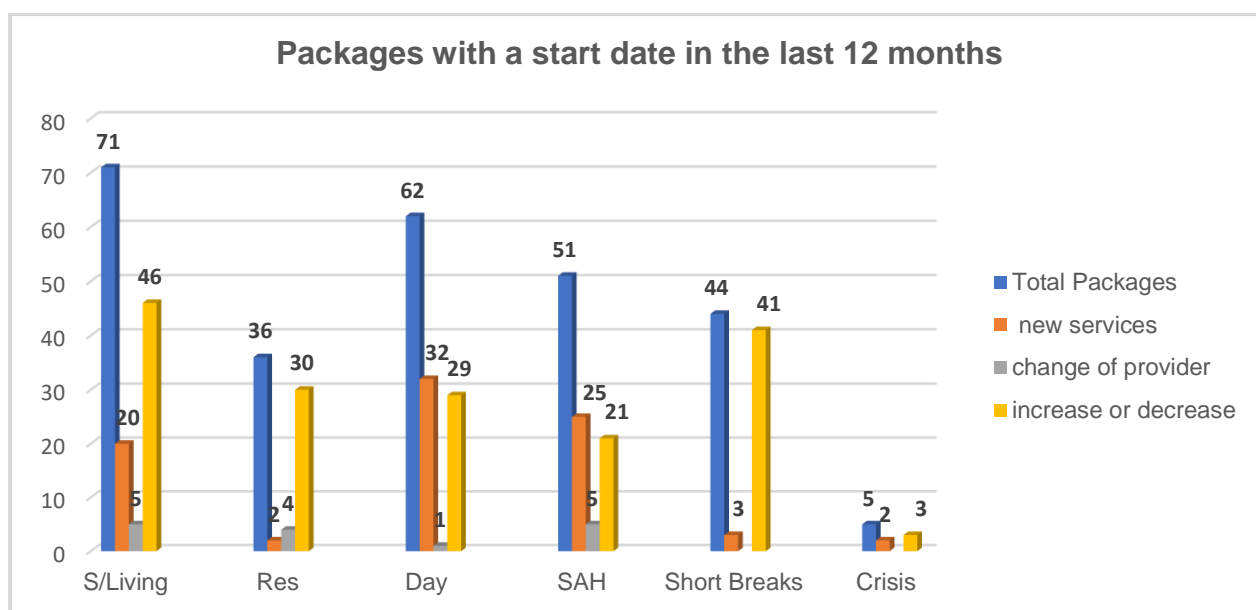


Figure 7: Packages with a start date in the last 12 months (commitment report 25.09)

Excluding changes to existing package arrangements, the average monthly referrals in the 12-month period have been:

- 2 supported living placements
- 3-day support arrangements
- 3 Support at home
- 1 residential living bi-monthly

This provides a guidance figure only as data pertinent to September may not as yet be reflected in the commitment report.

Current Referrals

The number of referrals with brokerage has seen an increase; there are currently 62 referrals across all service offers.

56% require a new service

16% are looking for a change of provider

27% reflect a change within their existing package

| Offer | Current Referrals with Brokerage | Number requiring a 'new service' | Number requiring a change of Provider | Number requiring an increase of decrease | Comments |
|--------------|----------------------------------|----------------------------------|---------------------------------------|--|--|
| S/Living | 16 | 9 | 4 | 3 | 2 individuals looking for a change of Provider are also exploring Residential Living |
| Res | 8 | 4 | 2 | 2 | As above |
| Day | 17 | 7 | 1 | 9 | |
| SAH | 8 | 2 | 3 | 3 | |
| Short Breaks | 13 | 13 | 0 | 0 | |
| Crisis | 0 | 0 | 0 | 0 | |
| Total | 62 | 35 | 10 | 17 | |

Table 6: Current Referrals with Brokerage

In recent months brokerage have seen an increase in referrals, some of which have been a result of changes within the provider market

2 residential home closures – requiring a change in service for 9 people

1 supported living change of provider for complex needs – requiring a change of provider for 3 individuals

1 supported living change of provider – for 4 individuals

1 scheme moving from a supported living environment to an intensive housing management arrangement – requiring a change of provider for 7 individuals

The provider market has responded positively to this increase in demand, with new services or change of providers being sought within the planned timescales.

Vacancies

Based on the most recent updated information held with brokerage, there are 19 residential and 100 supported living vacancies across North Northamptonshire.

Whilst providers are encouraged to share their vacancies, this is not a requirement of the contract. The vacancy list is amended as brokerage commission a new placement on behalf of an individual.

Given that the last formal update was May 2023, the data should be considered with an air of caution. Residential living vacancies are limited to Kettering, Wellingborough, and East Northants. For supported living there is good availability for both single and shared accommodation in all but Corby where there is only shared accommodation available.

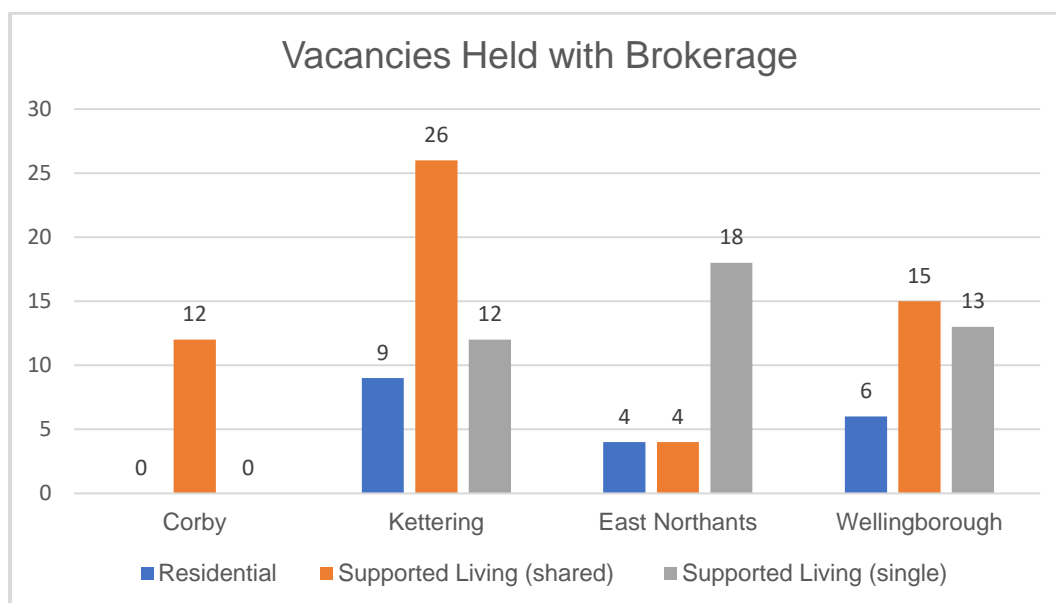


Figure 8: Vacancies with brokerage (last full update May 2023)

The majority of providers will be open to assess individuals across a range of tiers, focusing on their skill set and where shared accommodation is required providers will look to match similar age, interests etc. For the purpose of this report the 'potential' tier for each of the vacancies has been derived from each provider's existing commitment.

For supported living, 23 of the vacancies are Tier 1, 67 tier 2 or 3 and 28 tier 4 or 5. It is more difficult to quantify this for residential living as care home providers support a mixed group of individuals. The majority of the 19 vacancies will sit in tier 2-4. Those individuals assessed at tier 1, have limited or no choice.

Quality

Supported Living

There are 44 CQC registered providers in North Northamptonshire with a service type of supported living. Of these 30 have been rated good or outstanding.

| CQC Registered Supported Living for Individuals with Learning Disabilities | | | | | |
|--|-------------|------|----------------------|------------|---------------|
| | Outstanding | Good | Requires Improvement | Inadequate | Not yet rated |
| Number | 2 | 28 | 4 | 0 | 10 |

Table 7: CQC Registered Supported Living Providers, North Northamptonshire

Some providers who are not CQC registered for supported living may also offer this service under their domiciliary care registration.

There are a total of 63 active providers delivering Supported Living to residents of North Northamptonshire. 47 of these are contracted framework providers and 16 provide spot contract arrangements.

Of the 63, 30 are registered in North Northamptonshire, 12 in West Northamptonshire and 21 within other local authorities.

The below table shows a breakdown of the 63 providers based on CQC rating across each locality.

| C4GL Supported Living Providers - Active | NNC | WNC | Other |
|---|------------|------------|--------------|
| Outstanding | 3 | 0 | 2 |
| Good | 20 | 7 | 8 |
| Requires Improvement | 0 | 4 | 1 |
| Inadequate | 0 | 0 | 0 |
| Not yet Inspected/Not registered | 0 | 1 | 1 |

| Spot Supported Living Providers - Active | NNC | WNC | Other |
|---|------------|------------|--------------|
| Outstanding | 0 | 0 | 0 |
| Good | 3 | 0 | 5 |
| Requires Improvement | 1 | 0 | 2 |
| Inadequate | 0 | 0 | 0 |
| Not yet Inspected/Not registered | 3 | 0 | 2 |

Table 8: CQC Rating of Active Supported Living Providers

- 75% of providers above are contracted providers
- 14% are non-framework providers out of area
- 11% are non-framework providers within North Northamptonshire

Residential

There are currently 49 registered residential homes for individuals with learning disabilities in North Northamptonshire. 40 have been rated good or outstanding.

| Residential homes for individuals with Learning Disabilities | | | | | |
|---|-------------|------|----------------------|------------|---------------|
| | Outstanding | Good | Requires Improvement | Inadequate | Not yet Rated |
| Number | 9 | 31 | 7 | 1 | 1 |

Table 9: CQC Registered Residential Living Providers, North Northamptonshire

Of the 49, 34 are managed by contracted providers on the C4GL Framework. 1 is the in-house respite provision at Pine Lodge, 3 are closing or have closed and 14 are non-framework providers.

There are a total of 365 care home beds in North Northamptonshire

- 277 beds are within homes managed by contracted providers
- 88 beds are within homes managed by non-contracted providers

Based on current demand, 152 people reside in a residential home across 74 CQC registered locations. 34 homes are managed by contracted providers and 40 non contracted (spot). 11 of the 40 spot placements are registered within North Northamptonshire.

| C4GL Residential Providers – Active | NNC | WNC | Other |
|--|------------|------------|--------------|
| Outstanding | 0 | 1 | 0 |
| Good | 21 | 4 | 2 |
| Requires Improvement | 5 | 0 | 1 |
| Inadequate | 0 | 0 | 0 |
| Not yet Inspected | 0 | 0 | 0 |

| Spot Residential Providers - Active | NNC | WNC | Other |
|--|------------|------------|--------------|
| Outstanding | 1 | 0 | 1 |
| Good | 9 | 1 | 24 |
| Requires Improvement | 1 | 0 | 0 |
| Inadequate | 0 | 0 | 0 |
| Not yet Inspected | 0 | 0 | 0 |
| Care Inspectorate (Wales/Scotland) | 0 | 0 | 3 |

Table 10: CQC Rating of Active Residential Living Providers

As a local authority we are commissioning services within

- 75% of North Northamptonshire registered residential homes and funding 31% of all beds

The highest number of residential homes are within the Kettering area, followed by Wellingborough, Corby and East Northants.

Mapping provision verses need

A high-level review was completed in July 2023 (see appendix 2) providing an overview of each of the eight offers.

A summary of the positives and challenges that were highlighted are outlined below.

Positives

- The contract focuses on personalised support with clearly defined outcomes. There is no longer a focus on inputs and outputs but rather what matters and is important to individuals.
- Personal budgets provide the opportunity for flexible and responsive support to meet both short and longer term outcomes, without having to seek further financial input.
- A tiered rate for services gives consistency and clarity.
- The contract helps providers to engage in a more inclusive way with individuals.
- The outcome-based contract has supported the Councils drive for supported living services as the preferred offer.
- Supported living comprises the largest part of the Councils expenditure. 94% of individuals living within a supported living setting are supported by a contracted provider.

- Contracted providers support 75% of those living within a residential setting. Of the remaining 25%, 19% live out of area.

Challenges

- Limited specialist housing and support for individuals with complex needs.
- Limited specialist housing choices for people seeking independent living in older age that is community based and that promotes independence i.e., extra care.
- Bed based short breaks remains a challenge. Only one contracted provider is registered to provide a residential short breaks service. Whilst in house services offer respite arrangements, there remains a gap in need.
- A system wide investment is needed to support those providers awarded the more specialist offers (forensic, crisis support) to understand the local need and build a competent and confident workforce.
- New providers are developing provision but whilst the contract remains closed, they are unable to bring their offer forward as a framework provider.
- The cost-of-living pressures continues to exert downward pressures on providers ability to delivery services and for individuals themselves to cover every day expenses including rent etc
- Anomalies exist in the hourly rates of pay for support at home packages, where the hourly rates sit below the rates as defined by the recent fair cost of care exercise
- It is difficult to get a deeper understanding of individuals experiences of care and achievements without regular review

Consultation and Engagement

In order to seek feedback from key stakeholders, surveys were devised and made available to:

- a) individuals with a learning disability, their families, and unpaid carers.
- b) contracted providers
- c) professionals – including adult social care teams, brokerage, quality, Northamptonshire Health Foundation Trust (NHFT), Integrated Care Board (ICB)

The surveys were promoted through support from key stakeholders including libraries, GP surgeries and local advocacy groups.

Feedback from Individuals with Learning Disabilities, Families and Unpaid Carers

39 responses were received; 29 were completed by individuals themselves and 10 by families and/or unpaid carers.

Unfortunately, 6 of the 39 responses were incomplete and have been discarded from this analysis. Of the remaining 33 responses, 25 were from individuals and 8 from family members or unpaid carers. Please refer to appendix 3 for the full analysis.

From the individual's perspective, people were generally positive about their support arrangements and staffing.

- 96% of individuals felt that they were supported to keep active and busy in the day.
- 88% felt that they were supported to keep well and healthy
- 84% to complete household tasks
- 80% felt supported to access the community and attend regular health appointments.

Fewer individuals were confident in their response as to whether they felt supported to socialise with friends. 68% confirmed that they were supported, 12% felt unsure and 8% felt they didn't get the support they needed.

92% of individuals overall felt happy with the support they receive from the staff team. It was very clear that staff supported people to feel safe (100%), to make choices (96%), to try out new things (92%). Slightly fewer people felt that they were listened too, with 88% of people giving a positive response.

Individuals were asked about their support and what would make the support better. The following comments were received:

- *Help with telling the time and adding up*
- *Maybe more staff on duty at a time*
- *Lots more activities - including colouring*
- *Supervising money, and raising money*
- *Building trust and relationships with new staff*

Feedback from Families and Unpaid carers was similar with people being supported to stay active (75%), accessing the community (62.5%), staying healthy (75%), and attending appointments (75%). There was less of a certainty as to whether the individual had a choice of provider and support; 50% saying yes, 37.5% unsure and 12.5% felt not.

Families and Unpaid Carers were asked whether they felt care

- was based on needs
- was person centred
- considered individuals wants and future dreams
- gave choice in terms of support

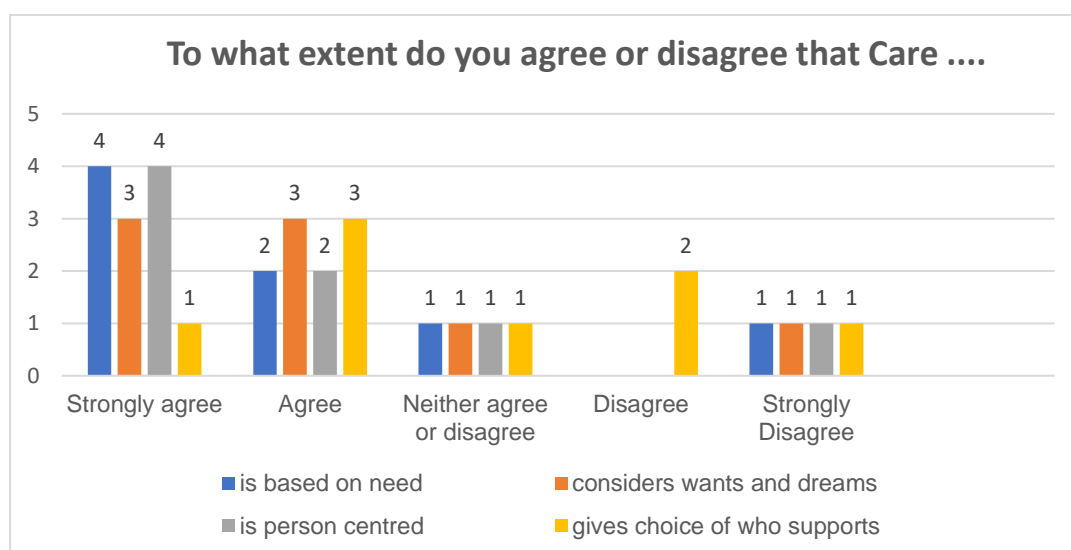


Figure 9: Feedback from Families and Unpaid Carers

The responses were consistent in terms of need, person centred, wants and aspirations. Only 50% of respondents agreed or strongly agreed in terms of choice of support.

Additional supporting comments included:

My daughter receives excellent care to meet her needs. Her likes, dislikes, wishes and medical needs are always taken into account, and she is supported to have a full and active life.

No prior warning was given about us having to contribute to the cost of this provision

Provider Feedback

49 responses were received from providers; 13 of these were incomplete and have been discarded from this analysis. Please refer to appendix 4 for the full analysis.

Providers were asked to respond to a number of statements confirming to what extent they agreed or disagreed.

- 72% felt that the framework works well. 11% disagreed.
- 67% said they were confident with the referral process. 14% disagreed

Providers felt that communication was generally good. 91% agreed that there was good communication with professionals, with brokerage (72%) and with the assessment team (61%).

61% of providers felt the information they received gave them a good understanding of the person's needs and defined outcomes. 17% felt it did not give the level of understanding needed.

47% felt that the pricing framework (the tier) works well. 36% disagreed.

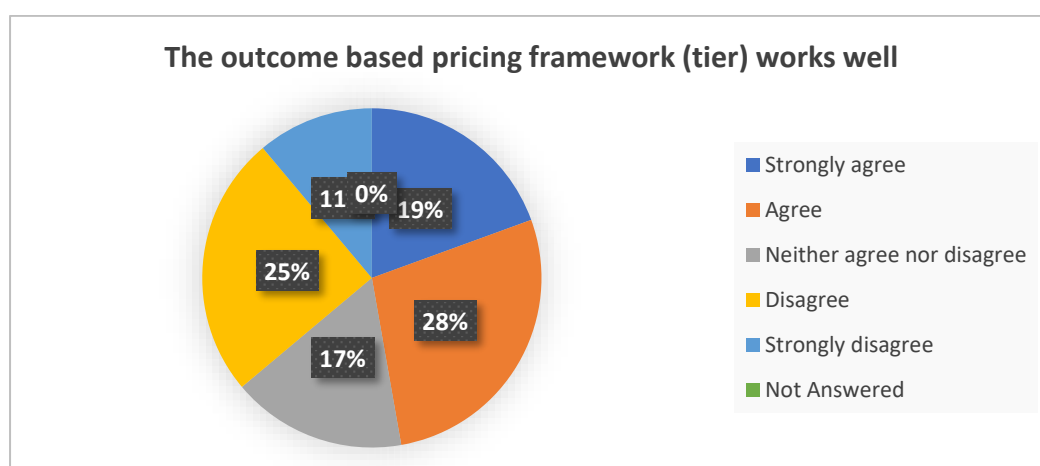


Figure 10: Feedback – Does the Outcome based pricing framework work well

Providers were asked to reflect on the process for making changes to individuals funding. Whilst the pricing framework provides flexibility to step up or down the tiers with a change in need, 22% of providers agreed the process was easily arranged whilst 44% disagreed.

The most significant challenges identified by providers included financial challenges, recruitment and the assessment process.

A number of changes were suggested to improve the framework. Where possible these have been grouped together.

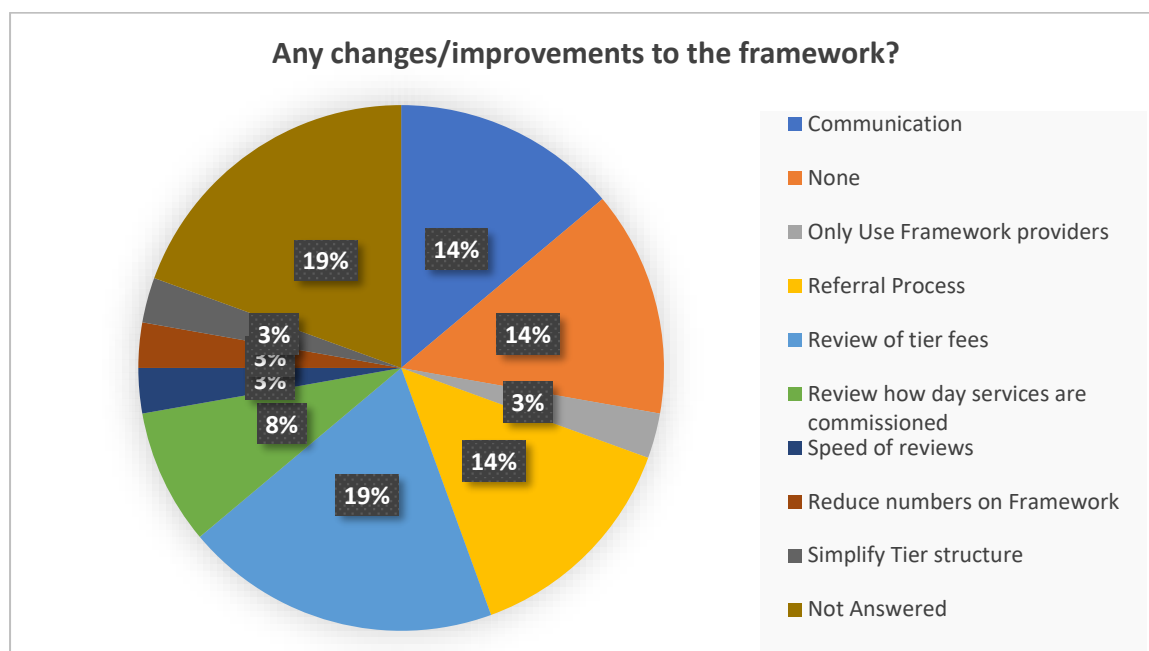


Figure 11: Suggested changes/improvements to the framework

19% of respondents put forward a review of the tier fees. Feedback included:

- *quicker processes and flexibility in tiers when needed*
- *Swifter decisions around changes in tiers based on needs.*
- *The tiering system being made much more clear following the way CHC assess needs for example would greatly improve this system.*
- *The existing tiering system is overly complicated, and can result in issues where shared property has tenants all on different tiers. Hourly rates are a clearer structure.*
- *We would like to see a bespoke level of support where rates are not set through the FW, as for those most complex (i.e. transforming care cohort), an individual service design is needed, with costings prepared on an individual basis.*
- *The tiering framework works well in the main however with day care also being paid from the same tier; this means that day care will still be paid for on occasions when the individual has been unable to attend i.e., due to illness.*

Other comments shared by the providers include:

- *Provider Forums are a helpful opportunity to gather and share information.*
- *We would really like to be involved in service users' annual reviews when they are being assessed or reassessed.*
- *I think over all the framework has gone well and the Tier arrangements do allow flexibility for the people we support, and we can target their support when needed most.*
- *The initial implementation of the Tier system caused a lot of administration and uncertainty initially however it is now working well. It would be a shame to throw out a system that is in place to cause another bout of administrative burden and uncertainty. The Tier system is a transparent matrix that is focused to the Service Users needs*

and desired outcomes. This is a very good tool to ensure the care provision is provided at the level required for individual Service Users.

- Feel that communication with commissioners is really positive.

Professional Feedback

Internal Teams were asked whether there are **realistic options and choices available** to individuals. The below provides a summary of the feedback.

- Brokerage (**B**)
- Learning Disabilities Team (**LD**)

| Lots | Fully | In the main | Not at all | Comments |
|-------------------------|-------|-------------|------------|--|
| Residential Living | | | B LD | Not enough choice for individuals. Lack of options for individuals under 50 Unable to offer personalised support Limited provision for both LD knowledge and ageing needs Some environments can't meet need - mobility |
| Supported Living | B | LD | | Good supply across all locations Providers responsive and creative People tend to have choice More limited for people with complex needs Properties are poor Lack of shared accommodation with garden space Skill set of providers limited |
| Supported Accommodation | | | LD | Brokerage - Not requested |
| Short Breaks | | | B LD | Lack of providers offering short breaks – bed based. Needs not being met In house service – Pine Lodge |
| Forensic | | | B LD | No specialist providers coming forward to offer forensic support Limited skills Limited need – no referrals |
| Living or Learning | | B LD | | Fairly good supply Limited for those individuals with additional needs such as physical disability or requiring personal care Individual support for those with complex needs limited More living opportunities, limited learning |

| | | | | |
|-----------------|---|----|---------|---|
| Support at Home | B | LD | | Only a few providers work within this offer. However, referrals are low, so need is met Quality and skills limited Not person centred |
| Crisis Support | | | B LD | No providers that have suitable accommodation and support to provide this type of service Often short notice – providers don't pick up Limited skills to adequately support |

Table 11: Feedback as to available of choice for individuals across each of the Lots

Brokerage

Specific feedback from the brokerage team is summarised below.

What's working well

- Having the tiering and knowing the rates upfront

What's not working well

- Short break services can provide support but are not agreeing to tiered costs
- Not being made aware of when transition costs and additional 1:1 support has been agreed which results in providers not being paid.
- Providers not accepting the tiers
- Providers not responding to referrals within the specified timeframe to say where they cannot pick up the package

Suggestions to improve or reduce challenges:

- To be informed of what is being done to address gaps in the market across service offers
- Receive regular updates on what capacity providers have
- Engage with providers who intend to develop their offers within the next 12 months. Discussions should be prioritised based on current gaps in the market.

What change would you make?

- The opportunity for the framework to be re-opened for certain offers thereby having potential new providers active in meeting needs

Adult Social Care Teams Feedback

Availability of Information

In order to support individuals with making decisions about potential placements or services, both one-page profiles and housing proforma's need to have better detail, focused on customers and include more visuals.

Outcomes

There was a mixed response to this. Some providers are able to evidence outcomes. Many when asked will restate the individuals care needs. Many providers still struggle when asked to provide supporting evidence.

What's working well

- No need to negotiate cost
- Tiering allows workers not to be prescriptive on support hours

What isn't working well

- Tiers don't work for everyone
- Tiers don't reflect a provider's staffing costs – cost of living rises
- Providers 'cherry pick'
- Some providers don't understand the tiers
- Providers not honest about their skill set and knowledge

Suggestions to improve or reduce challenges:

- Supported living properties should be visited and agreed before promoting
- Provider forums should be mandatory
- Providers should provide evidence of their training and skills
- Brokerage should gatekeep providers
- The framework should be open for newer business
- More supported accommodation for younger people
- More day support for young people

What change would you make?

- Open framework more often
- Develop forensic offer
- Training for providers for complex needs – Positive Behaviour Support (PBS)
- Work more collaboratively with brokerage, quality, and assessment team

Quality

Outcomes

The feedback confirmed that providers were in general able to evidence outcomes for individuals. Different formats are used to monitor and track progress. Examples include

having each outcome printed as a header within daily notes as a prompt and a reminder to the support team. With data being mapped across into one template for review on a 3 monthly basis. Other providers use photos at each stage to ensure good clear progression/completion of outcome has been evidenced.

Monitoring Visits

The team are building up good relationships with providers. Having a named worker available to support and sign post is positive. There have been mixed feelings expressed by providers in regard to previous experiences of monitoring visits.

Providers are generally proactive when responding to identified actions and improvement plans. Common themes identified during visits include:

Safeguarding

In some cases, safeguarding referrals are missed due to decision making/RAG rating re whether incident requires further escalation.

Incident logs do not incorporate good lessons learnt practices/processes

MCA/BI

in some cases, services have missing/confusing MCA assessment in place.

Choice & Control

Individual activity planning- in some cases, services fail to ensure that people have their own weekly activity plan in place.

PBS

In some cases, services fail to complete PBS planning for individuals.

In some cases, services appear to not have full understanding on PBS planning.

Health Colleagues

10 responses were received from the Northamptonshire Healthcare Foundation Trust (NHFT) from Community Learning Disability Nurses, Physiotherapy, Speech and language therapists.

70% indicated that there was not enough choice overall for individuals. The below table provides a more detailed breakdown across each of the lots.

| Lot | About Right | Too Few | Not Sure |
|-------------------------|--------------------|----------------|-----------------|
| Residential Living | 40% | 60% | |
| Supported Living | 50% | 50% | |
| Supported Accommodation | 30% | 60% | 10% |

| | | | |
|---------------------|-----|-----|-----|
| Short Breaks | 10% | 90% | |
| Forensic | | 50% | 50% |
| Living and Learning | 20% | 70% | 10% |
| Support at Home | 40% | 50% | 10% |
| Crisis Support | | 90% | 10% |

Table 12: Summary of feedback from Health Colleagues

Some further clarified their feedback by stating that:

whilst it looks as though there is a lot of choice of providers but very few with skilled/motivated carers in working with people with LD.

Feedback is based on individuals who have a higher tiering as my role is with individuals who have high level of need related to behaviour or mental health.

We experience ongoing difficulties with the framework in terms of

- staff skill level working with individuals with challenging behaviour this includes minimal positive behaviour support training, lack of oversight regarding PBS plans, lack of access to PBS leads, reviewing PBS plans and interventions.

When asked how do you think the framework is working, 50% felt it wasn't working, 30% felt unsure and 20% felt it was working as expected.

What's working well?

- Supported living and residential homes that offer a small, personable approach best meets needs.
- communication between social and physical health teams
- staff consistency- providers who know the individual

What isn't working well

- Respite options are too few for the amount of adults needing time away from home.
- There is a shortage of providers with sufficient skills to meet the needs of people with complex physical health or behaviour.
- As a health team we have difficulties with providers following recommendations and meeting the needs of the people they agree to support. We also have a high proportion of out of county placements, whereby we have to liaise heavily after the person has moved here rather than before.
- Tiering system doesn't necessarily reflect individuals with high level needs as the level of skilled support would not be achievable within this costing.
- Tiering system - whilst it is outcome based, the limited direction of what staffing levels are required with this tier impacts the service and quality provided.
- Providers accept individuals without having the skill base / training in place to support these individuals.
- Providers do not have the skilled clinicians within their organisation to train and support staff team.
- Lack of communication between health and NCC workers. We used to attend placement reviews.
- Hospital discharge into care homes with no 'rehab potential'

Suggestions to improve or reduce challenges:

- More of every service is needed and much better funding for LD especially
- Transition Services
- Increased quality checks
- Clarity in the training expectations for providers, for example minimum basic level of PBS, basic attachment training for staff working in those areas.
- more core and cluster type accommodations which offer support for staff and more flexibility in the support for the service user.
- Having built into contracts somehow the need for companies to ensure their set up allows for adequate staff support, supervision, debrief

Key Issues and Gaps

| Learning Disabilities | | | |
|--|---|---|---|
| Needs | Current Provision | Gaps | Addressing the gaps |
| <p>Supported Living for those with complex needs</p> <p><i>It is projected by 2030 that there will be an additional 130 people aged 18+ with a moderate or severe learning disability (13 individuals per year)</i></p> | <p>16 providers offer supported living options for individuals with complex needs (Tier 1)</p> <p>Services are currently located primarily in the Kettering and Wellingborough areas.</p> | <p>Finding suitable accommodation and skilled support can be difficult.</p> <p>Limited choice of provider for individuals</p> <p>Limited options in Corby and East Northants.</p> | <p>Work on the general Housing Strategy is underway. A more focused plan for housing for vulnerable groups will commence in 2024 and be completed in 2025.</p> <p>Develop a good understanding of the providers skills set to provide positive and proactive care. Shape the market to improve capacity, competency and deliver better outcomes for individuals.</p> <p>The Market Position Statement will be published shortly along with the Joint Strategic Needs Assessment for Learning Disabilities. This will give a steer of direction to providers. Further engagement with the market to develop services in those areas where capacity is limited.</p> |
| <p>Supporting our Ageing Population</p> | <p>Supported Living and residential options are available across the 4 localities.</p> | <p>Accommodation and support that enables people to remain in their community and maintain</p> | <p>Work on the general Housing Strategy is underway. A more focused plan for housing for vulnerable groups will commence in 2024 and be completed in 2025.</p> |

| | | | |
|---|---|---|---|
| <p>By 2040 there will be a 51.5% increase in those aged 65 and over</p> | <p>A higher proportion of individuals over the age of 65 are living within a residential setting. Of those living in residential care 21% are 65+, compared with 14% supported living</p> <p>Individuals referred through brokerage to look for a residential setting have limited choice</p> | <p>their independence i.e., independent living schemes (extra care)</p> <p>Provision to meet 'ageing needs' as well as a learning disability</p> <p>Limited services in some localities i.e., East Northants where there will be 35% of the total predicted growth for those with moderate or severe LD over the age of 65+</p> | <p>Current procurement for Independent Living Schemes in progress. Due to commence April 2024. Engage with awarded providers to meet age related needs.</p> <p>Linking with health partners to develop appropriate responses to changing health needs</p> <p>Engagement with the market to develop services in those areas where capacity is limited (residential and supported living)</p> |
| <p>Short breaks for individuals who live with a carer or who need a break from their current arrangements</p> <p>Unable to meet current demand</p> <p>By 2040 there will be 446 people living at home with a parent</p> | <p>One or two residential homes will offer a bed based short break where vacancies exist.</p> <p>A small number of providers offer community based short breaks including evening and weekend activities</p> | <p>Current demand is not being met. The framework offers a very limited number of bed-based options for individuals seeking overnight breaks.</p> | <p>Historically respite has been perceived to primarily be a bed-based service as opposed to sessional activity based or community focused.</p> <p>Consult with individuals and families about future short break requirements and options.</p> |

| | | | |
|---|---|--|---|
| <p>Based on the ASCOF findings 2021/22 Carers who confirmed they had as much social care as they would like was reported at 24.4%.</p> | <p>A range of options are available for day support. Current offer in the main is Monday – Friday 9am – 4pm</p> <p>In addition to the framework:</p> <ul style="list-style-type: none"> • inhouse services offers a bed-based respite option. • Shared Lives carers support short term respite • Direct Payment are available to purchase flexible support | <p>Limited evening, weekend, and overnight offer</p> | <p>Based on the outcome of the consultation, feedback and engage with the provider market.</p> <p>In house services currently offer a wide range of short breaks/longer term respite to individuals and their families i.e.: ongoing day support, shared lives and Pine Lodge. The continuation of such services reflects the vision and principles defined by in house services i.e. providing services that are not easily met via the provider market.</p> <p>Review North Northamptonshire’s direct payment offer. Advertise and promote this to enable flexible and more personalised arrangements</p> |
| <p>Improve volunteering and employment opportunities</p> <p>North Northamptonshire’s employment rate 2.3% compared with the national average of 5.1%</p> | <p>Lot 3 of the framework includes learning opportunities for individuals -qualifications, supported work experiences and preparing for employment. 4% of all individuals supported</p> | <p>Current provision falls short of the national average.</p> <p>On 2.3% of people are reported to be in employment.</p> | <p>Volunteering and employment is very different to care work and requires quite a different approach and skills.</p> <p>Historically the provider market is experienced and familiar in providing ‘living opportunities’ (social and leisure activities) for individuals.</p> |

| | | | |
|--|--|--|---|
| | <p>under lot 3 are receiving 'learning' support.</p> <p>In addition to the framework In house services offers:</p> <p>LIVE (Learning, Independence, Volunteering and Employment) – currently 30 people accessing</p> <p>EADS (Employment and Disability Service)</p> | | <p>Whilst we have data for employment, we need to understand the total number of volunteer placements provided by framework providers. Work with providers to develop volunteering and befriending as part of the outcome-based framework.</p> <p>To increase the numbers of those in employment, consideration should be given to a stand-alone development offer that links with local agencies including social enterprises and voluntary sector organisations. This could be evolved from LIVE and scaled up.</p> |
| <p>Support for individuals with forensic needs</p> <p><i>There are currently 21 individuals in Northamptonshire with a forensic need (data from Health)</i></p> | <p>The framework includes a forensic offer (33 providers).</p> <p>No referrals have been made in the last 12 months</p> <p>No active packages</p> | <p>Providers have not been called on to provide forensic support.</p> <p>The majority of providers awarded have limited or no experience of providing support to individuals with forensic needs</p> | <p>Work is currently underway to establish</p> <ol style="list-style-type: none"> the number of individuals in North Northamptonshire their index offence <p>Work jointly as an ICS to engage with providers to develop the skill set, competency and offer across Northamptonshire.</p> |
| <p>Support for individuals who are in crisis</p> <p><i>Intensive support team (NHFT) and the Community</i></p> | <p>The framework includes a short-term crisis offer (25 providers).</p> | <p>Providers are not able to support when individuals are unable to remain in their own environment and are seeking alternative</p> | <p>To work closely with the ICS to support existing providers of residential and supported living to meet the needs of individuals in crisis.</p> |

| | | | |
|---|--|--|---|
| <p>Swift Response Team (NHFT) support those in crisis</p> | <p>No referrals have been made in the last 12 months</p> | <p>accommodation and support (Specialist Residential Service) None of the providers are registered for residential care</p> | <p>The ICB in conjunction with NHFT to consider a bed-based crisis unit for those individuals who are unable to remain in their own environment</p> |
| <p>Supporting young people moving into adulthood to build resilience, capabilities, and strengths to live independently</p> | <p>Lot 2 supported accommodation provides support to develop skills so individuals can live independently. Currently 51 providers. No referrals have been made in the last 12 months</p> | <p>Providers awarded supported accommodation also provide supported living. Ideally accommodation and support should be provided in partnership with a housing association or registered social landlord. Support differs from supported living as it should provide intensive, time limited support to prepare for independent living – managing a tenancy, budgeting, developing and maintaining community connections, support with long term housing options</p> | <p>If this is needed longer term, consider whether this is best met through the framework, a call off arrangement or alternative partnerships</p> |

Table 13: identified needs and gaps

Financial Review

Services for individuals with a learning disability are currently commissioned based on an assessed weekly budget (Tier) to cover all support needs.

The pricing framework moves away from a time and task focus to one that is driven by the defined outcomes for each individual. Personal budgets can be used flexibly to achieve these outcomes over a period of time.

Supported Living and Residential living make up 88% of the current spend under the contract.

For supported living there are 19 tiers (Tier 1 – Tier 5b) with a weekly budget commitment of £4415.22 at the highest and £602.52 at the lowest tier.

For residential living there are 18 tiers (Tier 1- 5a) with a weekly budget commitment of £3265.58 at the highest and £510.62 at the lowest.

For both residential and supported living there are a few occasions where the needs and outcomes of an individual sit above the highest level of Tier 1 at an enhanced rate. Where this is the case, evidence is gathered to identify the additional need over and above the tier. For example, the level of support required to meet significant risk.

Value for money, quality and sustainability are paramount, particularly in light of the current financial climate. Information was gathered from framework providers to ascertain at each of the tiers, what levels of support is required for individuals to meet their outcomes both within a supported living and residential setting.

21 supported living and 14 residential homes completed the financial template for an identified number of individuals. The sample received amounted to 51% of the total numbers living in a supported living setting and 39% in a residential setting.

Supported Living

136 responses were received. The table below provides an overview of those living in supported living and their assessed tier. 52% of individuals have been assessed at either a tier 4 (average weekly cost £1,109.34) or tier 5 (average weekly cost £732.78) whilst 8% as tier 1 or enhanced (average weekly cost £3913.10).

Using the data provided from the sample of 136, comparative hourly rates have been calculated for each of the tiers. The sample shows average (median) hourly rates of £17.61 to £19.53. It should be noted that a tiered budget provides opportunities for both creativity and flexibility. It may be that some providers are offering other services by banking support to meet a specific outcome.

As a comparison hourly rate, Support at Home packages are funded based on the following rates -£18.50 standard and £20.29 enhanced.

Taking the recent work conducted with home care providers on the Fair Cost of Care (FCoC) within North Northamptonshire – comparable rates would be £19.70 standard and £21.49 enhanced (excluding travel costs)

A benchmarking exercise was completed with other local authorities to establish their pricing model for supported living arrangements. 6 local authorities responded, of the 6 all confirmed supported living placements were commissioned using hourly rates. The average hourly rate for all local authorities was £19.53 standard and £21.64 enhanced.

Considering the above and whilst also being mindful of the intended flexibility of tiered pricing, the data provides some general reassurance that the levels of support being provided reflect value of money.

| | Number of People receiving a s/living service | % of Total | Sample | Average (Median) Hourly Rate from sampling | Average (Mean) Hourly Rate from sampling |
|------------------|---|------------|--------|--|--|
| Enhanced | 3 | 1% | 1 | £17.61 | £17.61 |
| Tier 1,1a,1b,1c | 19 | 7% | 11 | £19.53 | £21.23 |
| Tier 2, 2a,2b,2c | 46 | 17% | 24 | £18.06 | £18.68 |
| Tier 3,3a,3b,3c | 33 | 12% | 18 | £19.32 | £20.61 |
| Tier 4,4a,4b,4c | 90 | 33% | 46 | £19.63 | £25.29 |
| Tier 5,5a,5b | 51 | 19% | 31 | £18.19 | £18.48 |

Table 14: Average Hourly rates based on sampling exercise

The review identified a number of packages that sit as outliers, either delivering more or less support than we would expect for the associated tier.

| | Packages over £23.00 | Packages under Direct Staffing £13.53 |
|--------------|----------------------|---------------------------------------|
| Tier 1 | 1 | 0 |
| Tier 2 | 3 | 1 |
| Tier 3 | 7 | 5 |
| Tier 4 | 13 | 4 |
| Tier 5 | 5 | 7 |
| Total | 29 | 17 |

Table 15: Number of packages where levels of support give a high hourly rate or low.

The details of each of these packages have been shared with the learning disabilities team to enable further investigation and review. It may be that:

- a) individuals' tiers need to be stepped up or down to reflect their current needs and outcomes
- b) providers are under or over delivering support; that support is not reflective of the individuals needs but rather the environment or general structure of support

It is recommended that guidance be given to all providers as to the expected costs included within each of the tiers. Based on the Support at Home rates within the C4GL Framework we would anticipate the following costs providers should use as a guide:

Day and Night Support – where need and staffing arrangements allow this should be shared by the number of individuals who may potentially call on this support.

Sleep in - £94.27 per night

Waking Night - £145.59 per night

Day Support – Enhanced rate (Tier 1) - £20.29 per hour

Day Support – Standard rate - £18.50 per hour

In order to ensure continued best value, providers will be required to submit regular workbooks including financial data and KPI's for analysis.

Residential Living

Providers offering residential living as part of the C4GL Framework were approached and asked to complete a template breaking down the components and associated costs of the service. A completed template was received from 11 homes.

The current average framework cost, as detailed on the commitment report, for those living in residential living is **£1654.70 per week** (2023/24).

The Association for Real Change (ARC) ¹⁸ defines the average cost for individuals with learning disabilities and autism, across England as **£1600.00 per week** (2022/23).

NHS Digital Adult Social Care Activity Report ¹⁹ confirms the average cost of a younger adults (18 -64) residential placement in the East Midlands as **£1541.30 per week** (2022/23).

Using the breakdown of costs submitted by providers as part of this review the average cost to run each home was £1327.55 per week. This is made up of support costs @ £716.15 (54%) and accommodation/running costs @ £613.07 (46%) per week.

- 37% of the total number of commissioned package arrangements are less than £1327.55 per week
- Of the 45 packages reviewed 34 have a weekly budget (tier) that falls short of the core package cost as defined by each home. For 8 of these the variance was less than 5% to achieve breakeven.

Whilst different service provision supports differing needs, we would expect to see some inconsistencies in the data provided. The costs received are generally variable across each of the key headings.

Direct staff costs range from 34% to 77% per placement

Non-Direct Costs range from 23% to 58.5% per placement

Whilst average weekly residential fees are in line with national and regional data, after due consideration of the data it is recommended that a working group is established to complete a detailed financial review. This should be based on the Fair Cost of Care exercise that has previously been completed for Older Persons and should focus on all younger adults Residential and Community Services.

¹⁸ [ARC England Research Unit: Local Authority Fee Rate Data and Interactive Maps - ARC England](#)

¹⁹ [Adult Social Care Activity and Finance Report, England, 2022-23 \[Data Tables Release Only\] - NHS Digital](#)

Options in respect of the current contract

Having conducted the review and analysed the findings, the following options have been considered:(Options Appraisal Appendix 5)

Option 1: Do Nothing Choosing to take no action is not a viable option because the existing contract is set to expire on 9th January 2025, which would result in a gap in statutory provision. While placements can still be arranged with providers, it should be noted that such arrangements on spot purchase may come at a higher cost.

Option 2: Recommission services for all lots to commence 10th January 2025. This is not a viable option. Whilst this will allow new entrants to the market to meet areas of unmet need it allows little time for co-production of services to ensure that what matters most to people is at the heart of future contracts.

Option 3: Extend for 5 years and re-commission like for like with a start date of 2030. This is not a viable option. At this point the contract will have been in place for 10 years. Some of the elements of the contract may appear 'tired' or in need of revision within the next 5-year period. It restricts scope for new providers to enter the market which reduces alternative capacity, creativity, and competition in some areas.

Option 4: Extend for 5 years but during this time re-commission identified service offers under single contract arrangements. Commencing procurement activities in a staged way will enable market entrants to be invited to tender for new contracts. This option enables the local authority to drill down on offers and services that can respond to gaps and the challenges identified. **This is the recommended option.**

Key Recommendations

Agreeing option 4 enables the Council to:

- a) Maintain a pricing framework that is driven by the defined outcomes for individuals.
- b) Consider future accommodation requirements based on a housing needs analysis and the wider Housing Strategy (2024/25).
- c) Incorporate commissioning plans that are better informed by the Adult Social Care strategy and the vision for strength-based approaches and co-production.
- d) Embed the contract for Independent Living Schemes (commencing April 2024); this will provide a greater understanding as to the appetite of providers to develop environments and models of support that meet both an ageing and learning disability cohort.

Additionally, changes to the contract will be needed to build on the outcomes-based commissioning to date and further enhance the quality of the offers and outcomes for individuals in the future.

These will include:

- Adopt a variation of contract where required, in relation to the pricing framework to ensure ongoing best value
- Addressing administrative and process issues to improve the referral process experience and enable more informed decisions to be made.
- Broadening the offer for short breaks
- Opening the contract for new entrants where gaps exist.
- Working collaboratively within the integrated system to develop the skill set, competency and offer for individuals with complex needs, including forensic and crisis support
- Working with housing associations and developers to design and develop safe and capable environment in which individuals with complex needs can live.
- Engaging with contracted providers to improve learning opportunities for individuals including volunteering and befriending.
- Working alongside older persons commissioners to ensure that people with learning disabilities housing and care needs are taken into account when planning future developments and schemes.
- Identifying Key Performance Indicators (KPI's) that focus on outcome planning and progression.

The review has also highlighted areas for improvement outside of the contract terms. These include:

- Further developing the interface between adult and children services to assist with planning and transition into adulthood
- A better focus on collaborative working to help more individuals obtain gainful employment and/or volunteering opportunities.
- Promoting Direct Payments to enable individuals to have greater control and flexibility over their support arrangements
- Working with inhouse services as they work through their transformation strategy
- Alongside the Assistive Technology Team, keeping abreast of technologies that may be beneficially for individuals' independence, health and wellbeing

Conclusion

The current contract for Commissioning for a Good Life (C4GL) is due to come to an end in early January 2025. A review has been conducted in order to inform future commissioning intentions.

The contract has its merits; supports a strength based and outcome focused approach; a flexible and personalised budget and has re enforced supported living as the Council's preferred option.

However, the review has identified the need for some changes to be made as highlighted within the gap analysis of this report.

Based on the key recommendations within this report and considerations for the options available it is recommended that this contract be extended for the 5-year period to January 2030. Further to this it is recommended that elements of the contract be recommissioned within the extension period to allow for stand-alone contracts where appropriate e.g., residential, supported living and community services.

Appendix 1 Increase in Population by Location

Predicted increase in Population to 2030 for those individuals with a learning disability aged 18-64

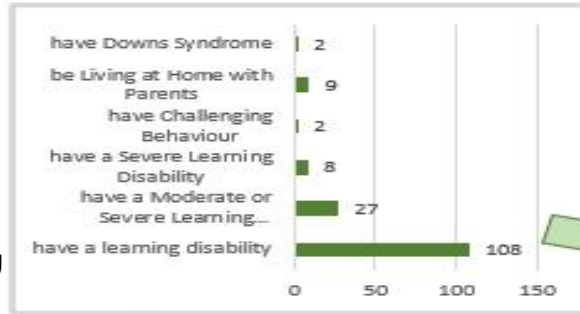


Figure 2: Kettering

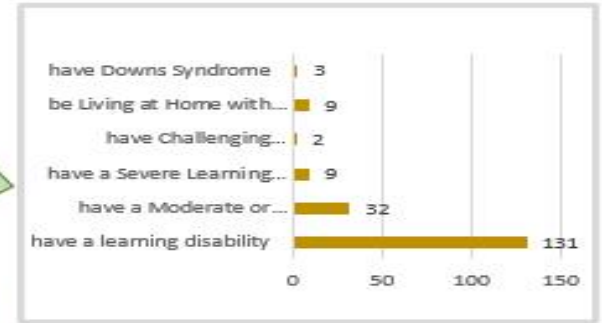


Figure 1: Corby

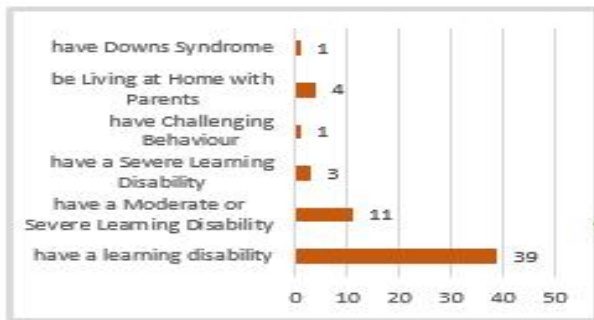


Figure 4: Wellingborough

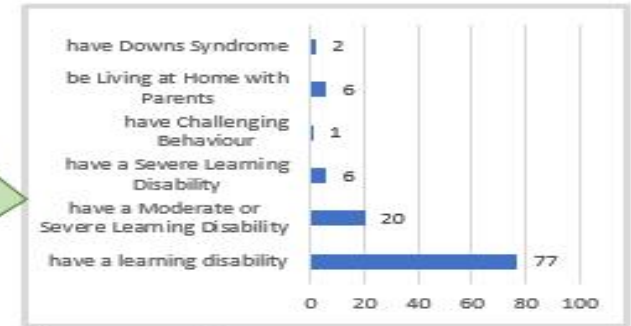
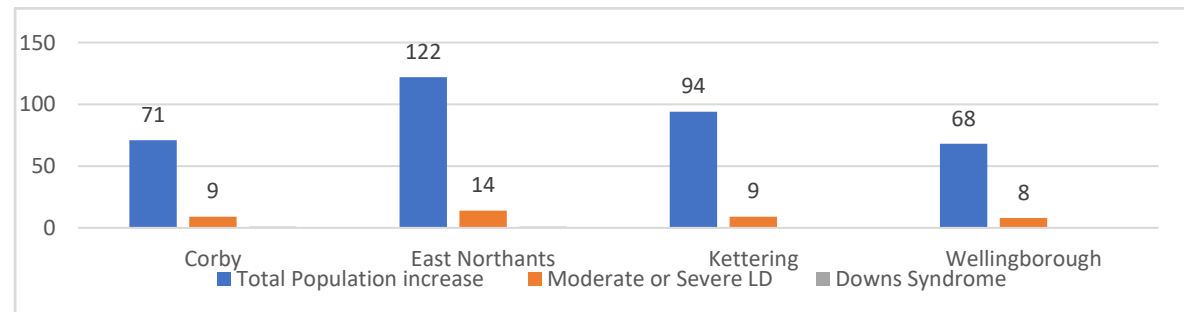


Figure 3: East Northants

Projected increase in the number of individuals with a learning disability aged 65 and over at 2030



Appendix 2: Desktop Review of Offers – July 2023

Lot 1: Supported Living

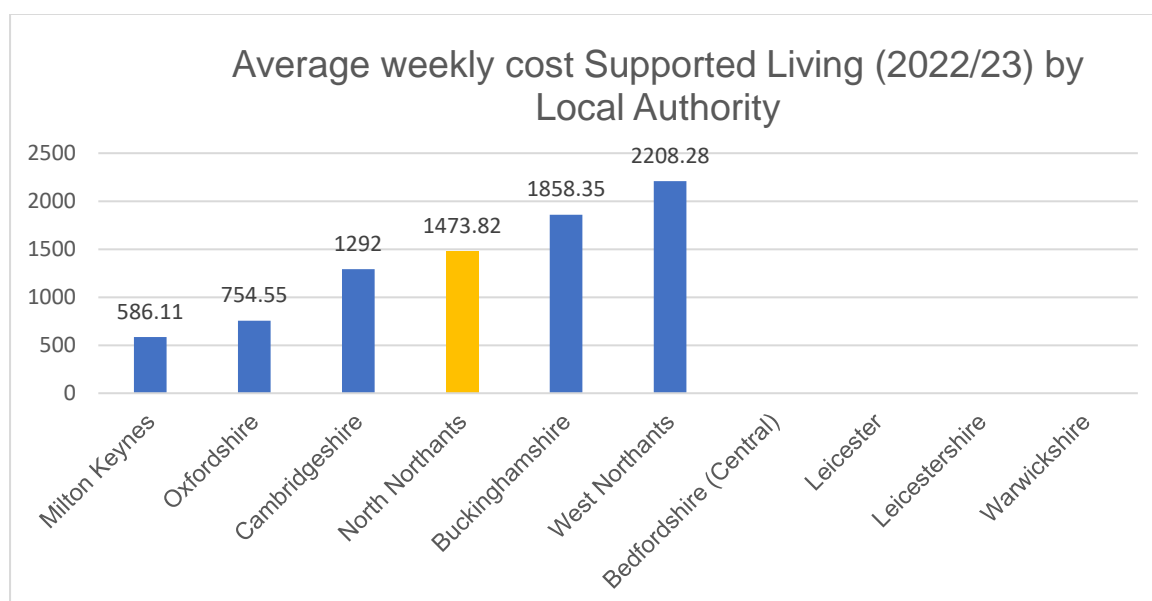
This model offers support 7 days a week in an individual's own home- usually a tenancy arrangement. Accommodation is a separate arrangement and sits outside of the framework, with rent being paid via housing benefits or universal credits.

Support is tailored for the individual, but there may also be some shared hours where the environment offers multiple tenancies to individuals with similar needs. Individuals are supported with delivering outcomes that are specific to them and the model includes support to manage the responsibilities of a tenancy such as paying bills and household tasks.

There are currently 263 individuals living in a supported living setting who receive support from a framework provider. A further 17 individuals are supported by non-framework providers. The majority of these (68%) are legacy arrangements that commenced prior to the award of Commissioning for a Good Life.

The current annual spend for supported living is £21.57m. The minimum weekly cost is £602.62 and the maximum cost £4,415.22. There are 3 individuals who are funded at an enhanced rate, over and above the highest tier due to complexity of need. The average weekly cost is **£1572.27 (2023/24)**. Recent research undertaken by the Association for Real Change (ARC) in relation to local authority fee rates confirms the average weekly fee rate for supported living in England is £1056.60 per week (2022/23).²⁰ In order to provide some in year comparison, applying the North Northamptonshire inflationary uplift gives a revised weekly average of **£1127.18**.

The graph below provides a breakdown of average costs by those Local Authorities bordering North Northamptonshire.



²⁰ [ARC England Research Unit: Local Authority Fee Rate Data and Interactive Maps - ARC England](#)

Figure 3: Average weekly cost of supported living (2022/23), ARC January 2023

Since the beginning of January 2023, brokerage have supported 11 individuals to move to a new supported living setting. 9 people were placed with a framework provider, the remaining 2 spot contracts due to individual and family preference.

There are currently 15 supported living referrals with brokerage. 3 of these have confirmed start dates, the other 12 are currently exploring the options available to them. Brokerage maintain a vacancy list of accommodation; the latest data indicates that there are 82 supported living vacancies across North Northamptonshire. These vacancies are within both single and shared accommodation with housing associations or private landlords.

There is a good supply of active providers who are in the main able to provide choice for individuals and meet current demand. Having a large number of vacancies however, does present a risk for landlords as full income will not be maximised from rent revenues. Equally this may impact on the long term security of accommodation for existing tenants. We have seen examples of individuals having to move, where rents have become unaffordable due to being the sole tenant.

For individuals with more complex needs and who may require more specialist accommodation and support choice remains limited.

Enquiries are regularly received from providers who are looking to set up supported living services in the local area and seeking advice about joining the framework.

Whilst the framework remains closed to new providers there is the potential of lost opportunity for new, creative and specialist support.

The average cost of supported living is 40% higher than that of the average of all other local authorities in England. As we move towards the fair cost of care for support at home, we also need to be mindful of any potential disruption to the market if we do this in isolation and don't consider a similar exercise for supported living. An in depth review prior to recommissioning supported living will enable a better understanding of pricing models and comparisons.

Recommendations

1. Consider opening the framework and re invigorating the market. Review and update the specification to ensure that key outcomes are at the forefront of delivery whilst reflecting best value.
2. To work with housing colleagues and providers to understand current accommodation arrangements and develop a housing needs analysis that takes us to 2030
3. Ensure individuals have access to good quality affordable accommodation that is not linked to their support and that offers security of tenure.
4. Ensure that accommodation and support choices are available, as individuals age, that are community based and that promote independence

Lot 2: Supported Accommodation

This lot differs to supported living in that the individual does not have a tenancy, although does have their own living space with their own front door. Each individual is supported to

develop skills to enable them to progress to more independent living. The Council will pay for both the support and accommodation during the period of placement.

Providers are expected to be proactive in working with individuals towards alternative accommodation and/or support arrangements as part of their support plan. The progression model is pivotal in this type of provision. The model supports individuals to achieve their desired outcomes, whilst reflecting best practice and the council's commitment to support individuals to have their own tenancy wherever possible.

51 providers were awarded this Lot. 1 provider is active, providing support to 1 individual. There are no referrals with brokerage.

This model of support can be helpful as a first step; it enables individuals to test the concept of tenancy responsibilities and living in their own home with their own front door.

A new purpose-built scheme has provided an opportunity to pilot supported accommodation targeted at transitions. A programme of intensive support will enable individuals to develop their independence skills and connect to their community. This is time limited; individuals will be supported for up to 2 years with the aim of then moving to their own tenancy. As this pilot is new, there currently is no learning to reflect in commissioning plans.

Recommendations

1. Continue to work with the pilot provider to learn the potential for a short-term transitional offer

Lot 3: Living and Learning

This Offer describes a day offer that moves away from being reliant on building-based settings towards outreach services that are informed by what people want. Buildings may be meeting points as well as places where learning and activities happen. For some individuals the routine of arriving at the same building with an expectation of a familiar environment and structure is important.

'Living' includes social and leisure activities. 'Learning' provides support to learn in ordinary community settings; going out to have practical experiences, connecting with the community via paid and unpaid employment, or attending training for something vocational.

221 people (65%) receive day support as a living or learning opportunity under the framework arrangements. 24 individuals (7%) are supported by non-framework providers and 93 (28%) from in house services.

There are currently 12 active framework providers supporting individuals with either social and community activities or a learning opportunity. Since January 2023 there have been 7 new packages set up for day support, 6 with framework providers and 1 in house services. A recent survey (March 2023) completed by framework providers highlighted 22 vacancies each day Monday to Friday (110 per week). The 9 referrals currently with brokerage are linking with providers for introductions and assessments to enable real choices to be identified and decisions made.

The current spend on the framework is £2.51m per annum. There are 4 fixed tier rates for both living and learning day opportunities. The average spend is £72.09 per day. The average rate across England is £71.18 per day. An in-year comparison, applying the North

Northamptonshire inflationary uplift gives a revised 2023/24 average day rate across England of £75.56.

This lot works well; there is choice in a range of settings, for the majority of individuals. Finding suitable day support for those with complex needs does however remain a challenge.

Day rates appear competitive. Providers are flexible and adapt their programmes to meet need. The majority of providers currently only offer support during the day hours of 9.30am to 4pm Monday to Friday. Engagement is needed with individuals receiving support as to whether there is demand for an enhanced offer of evening and weekend support.

Further consideration will need to be given to day opportunities following the outcome of the inhouse day service review to determine whether there will be any impact on the demand for services from the provider market.

Recommendations

1. Engage with framework providers in relation to the development of services for individuals with complex needs
2. Complete a deep dive of the data on demands and needs following the outcome of the inhouse day service review
3. Encourage increased flexibility of services, for example evenings and weekends.

Lot 4: Short Breaks

The short breaks service includes both building and community-based breaks. The offer includes activity short breaks, holidays away, home based short breaks (support at home) and residential short breaks.

35 providers were awarded short breaks, there are currently only a few framework providers actively supporting with a short break arrangement.

Of the 35 providers, 1 provider has a dedicated service for bed-based respite in West Northamptonshire. This provider supports individuals who have complex needs, at the highest tier and above. 3 providers support community-based weekend breaks including a caravan break at Billing Aquadrome.

In addition to the framework, bed-based respite is offered by inhouse services at Pine Lodge. The shared lives scheme also provides respite opportunities for individuals in a family environment.

Based on data from the last review of May 2023, 58 individuals are eligible for respite services. This does not include the 37 individuals living in shared lives schemes who are eligible for 28 nights respite per annum.

22 of the individuals have established and regular short breaks at Pine Lodge. 5 are supported by the provider market.

Since January 2023 brokerage have confirmed 19 new respite stays; 17 with Pine Lodge, 1 with Thackley Green and 1 with a framework provider. There are currently 19 people awaiting a short break service, 4 of these are being assessed by Pine Lodge and 2 by shared lives.

There is capacity within inhouse services to offer further short breaks at Pine Lodge for up to 20 individuals each at 28 days per annum. Shared Lives also provides further capacity with 5 carers exclusively offering this service.

Whilst the data indicates capacity in the market, the unmet needs suggests a gap in the availability of services to meet both demand and need particularly for those with more complex needs.

The majority of the framework providers are not CQC registered so whilst they are unable to provide bed based short breaks (accommodation with support), they are able to offer community-based arrangements.

Recommendations

1. Arrange Provider engagement session to understand current offer and future intentions.
2. Work with brokerage and in house services to understand why current requests cannot be accommodated in house.
3. Work with framework providers to compile a menu of short break options for individuals.
4. Work with internal services as part of their review to define their offer within the market (bed-based respite, shared lives).

Lot 5: Forensic Support

This Offer supports the Transforming Care Agenda in meeting the needs of those individuals with more complex and chaotic lifestyles. It includes being able to work with individuals who have forensic histories as well as individuals whose behaviours and lifestyle put them at risk of offending. The services will focus on managing and reducing risks, coaching and diversion, community connecting and outcomes specific to the individual as informed by specialist teams (forensic services, psychiatry, psychology).

33 providers were awarded the forensic support offer. There are no active providers at this time.

The data suggests there is no active referrals or packages under this offer, however we understand this is a need in our population. Historically providers have offered support, where required, depending on individual need and risk.

Forensic support does form part of the LDA Pillar and as such is being picked up as a joint piece of commissioning under the Care and Support workstream.

Recommendations

1. Work with care management and brokerage to review data to ensure that all forensic packages are accurately coded on the system
2. Work closely with commissioners across the ICS to engage with providers to develop the offer in Northamptonshire.

Lot 6: Supporting People at Home

This model is akin to supported living and supported accommodation, but individuals may often reside within the family home or within a home that the individual owns. The nature of the support may be for short or longer intervals at various points in a day or week. The offer may include supporting a parent or unpaid carer with certain tasks that allow them to work or maintain their own lives, but it may also include supporting individuals living on their own. Specifically, this offer is usually for a limited number of hours per week.

105 people are currently supported at home. 74 of these individuals receive care and support from framework providers, with a total of 1162 delivered hours per week. The remaining 31 individuals receive 377 hours of support from non-framework providers. Of the 31 individuals on non-framework arrangements, 6 live out of the local area and 15 are legacy arrangements that commenced prior to the start of the Commissioning for a Good Life framework.

There are currently 22 active providers out of the 73 that were awarded. Since January 2023 8 new packages have commenced; 7 have been with framework providers and 1 with a non-framework provider. There are currently 4 referrals for support at home packages.

The current annual spend for supporting people at home is £1.29 m. The average hourly rate is £17.93. Standard contract rates are £18.50 and enhanced rates £20.29 per hour. Feedback from local authorities across England indicate an average hourly rate of £19.58 (2022-23). An in-year comparison, applying the North Northamptonshire inflationary uplift gives a revised hourly rate across England of £20.89 for 2023/24.

The graph below provides the average hourly rate by those Local Authorities bordering North Northamptonshire.

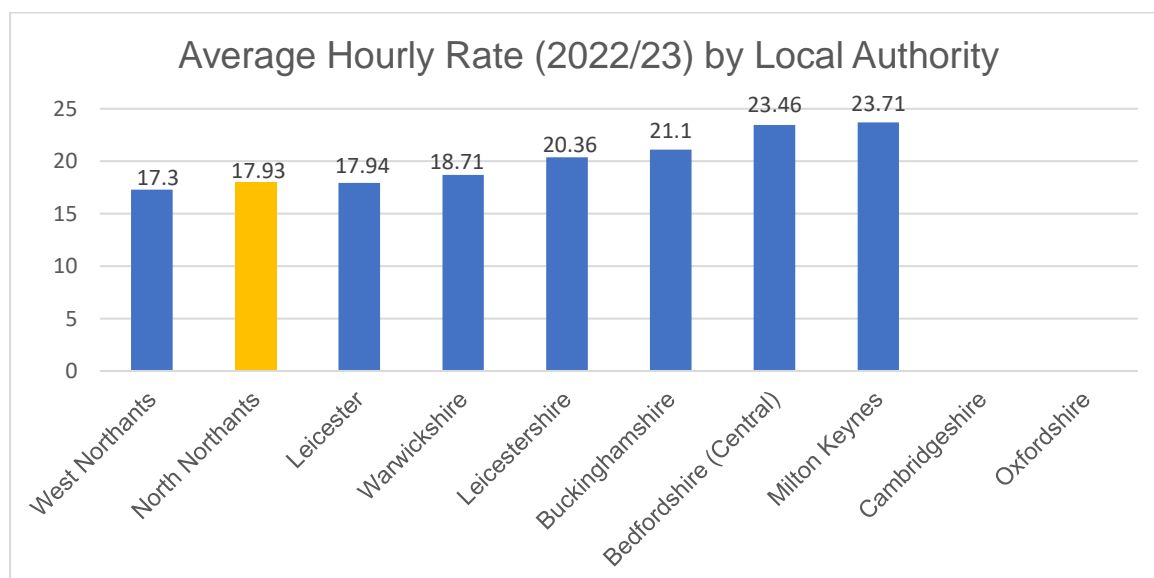


Figure 4 : Average Hourly Rate by Local Authority (2022/23) ARC January 2023

Having completed the fair cost of care exercise and market sustainability plan, NNC have given a commitment to move towards the fair cost of care for all home care (support at home) packages. These planned changes to hourly rates should address the current differential in hourly rates and encourage the market to respond to ongoing future demand.

The low number of unmet needs and steps already in place to address rate differences means the market is meeting current demand and NNC has addressed current sustainability issues

Recommendation

1. To work with the finance team to review hourly rates and put forward a proposal to move towards the fair cost of care and new hourly rates.
2. Continue to monitor brokerage data to ensure the market continues to respond to local need

Lot 7: Residential Living

This offer provides accommodation alongside support. Twenty-four-hour care will be provided on site with meals included. For some individuals a residential setting will be commissioned prior to a move into a more independent living set-up in order to manage a pathway of care in a planned and outcomes focussed way. Residential based living is person centred and oriented to attaining personal outcomes.

50 providers were awarded lot 7, residential living. 21 of these are currently active across 43 homes.

Since April 2021 the capacity for residential placements has declined as three residential care homes have closed and one has moved their model of support to that of supported living. There are 64 care homes in North Northamptonshire registered with CQC to provide care and support to younger adults (age 18 -64).

155 people are living in residential care, 116 supported by framework providers and 39 non framework. Of those that are non-framework 30 are outside of the local authority. Of the 9 in North Northamptonshire 7 are legacy arrangements.

The current annual spend is £9.93m. The minimum weekly framework cost is £510.62 and the maximum cost £3265.58. 6 individuals are funded at higher rates; these are all non-framework arrangements. The average weekly cost is **£1722.87** (2023/24). Research into local authority fee rates conducted by ARC confirms the average weekly fee rate for residential care in England is £1585.19 per week (2022/23). In order to provide in year comparison, applying the North Northamptonshire inflationary uplift gives a revised weekly average of **£1682.84**. A differential of £40.03 per week.

The graph below provides a breakdown of average weekly residential fees by those Local Authorities bordering North Northamptonshire.

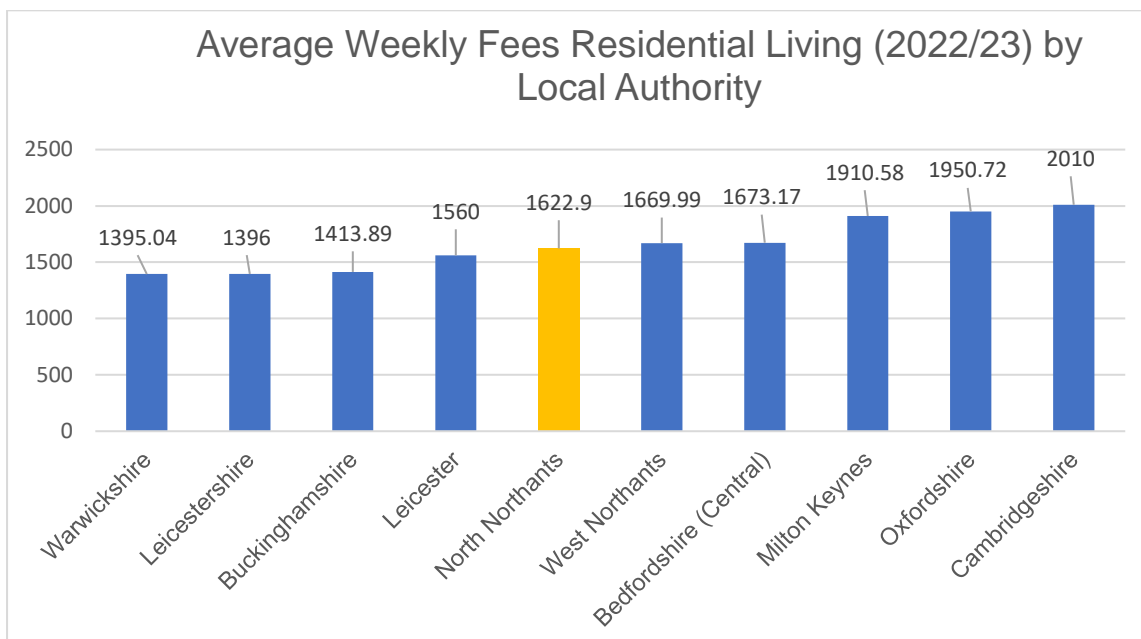


Figure 5 : Average Weekly Residential Fee by Local Authority (2022/23), ARC January 2023

Since January 2023, there has been one new placement made for residential living, for an individual who moved into an older persons care home. There are currently 4 referrals with brokerage; only 1 is actively looking to move to a new residential placement, the others are amendments to packages following a change in needs. There are currently 19 vacancies listed with brokerage.

The low level of referrals reflects NNC’s home first approach for individuals to retain independence and have their own home and private space.

Recommendations

1. Data will continue to be monitored to determine future recommissioning plans particularly considering an aging population where needs relating to age are of primary importance

Lot 8: Short Term Crisis Support

This Offer is for residential based services at relatively short notice. These services are needed for a range of reasons – existing support systems may be breaking down; behaviours or mental health may have changed or sometimes circumstances in the family home indicate the need to sensitively move an individual for a short period of time. Providers will contribute to next steps plans and facilitating active transitions and transfers to alternative support arrangements or back home.

26 providers were awarded the short-term crisis support offer. There are no active providers at this time.

There is limited demand for this service, when there is a need providers have offered support but suitable accommodation is often difficult to source.

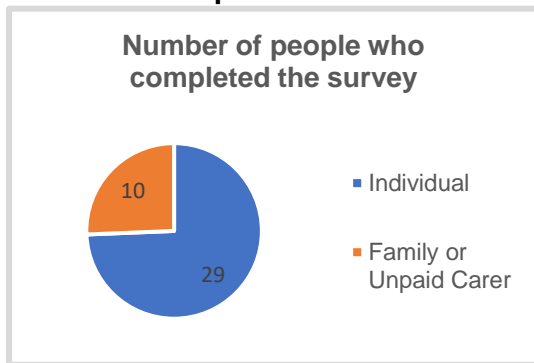
As a system and part of the LDA pillar a Community Swift Response Team has been established within Northamptonshire Health Foundation Trust (NHFT) to support individuals who are in crisis. The aim of the team is to provide a wraparound service within the community so that individuals may as far as reasonably possible remain in their home. The Swift Team will work directly with the individual and alongside the provider to maintain current living arrangements, manage the crisis and reduce risk. Plans to introduce a countywide bed-based service are currently on hold, pending a review by the ICB

Recommendations

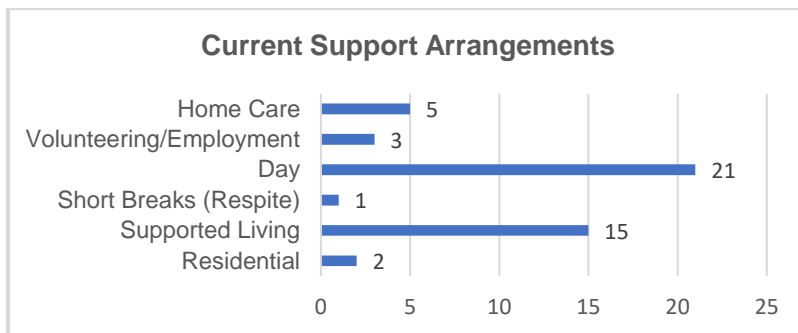
1. To work closely with the ICS to develop this offer in Northamptonshire, ensuring good outcomes and reducing avoidable hospital admissions.
2. Review data to ensure that crisis support is accurately coded so as to inform future recommissioning plans.

Appendix 3 : Engagement with Individuals with a Learning Disability, Families and Unpaid Carers – Survey Feedback

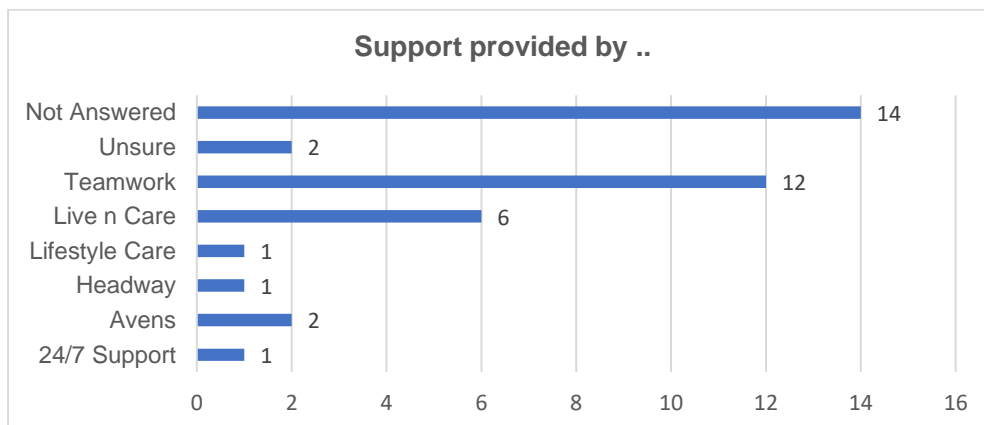
Number of Responses



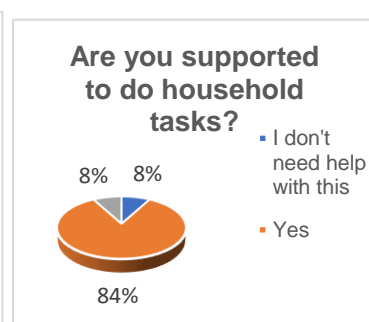
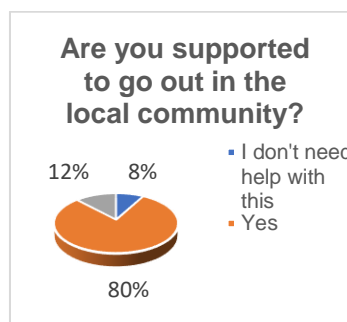
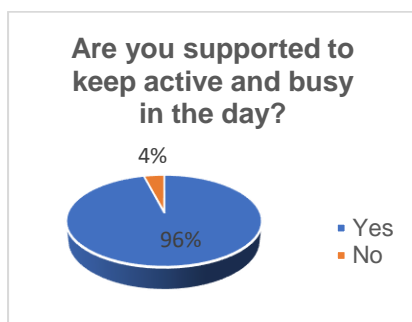
Current Support Arrangements

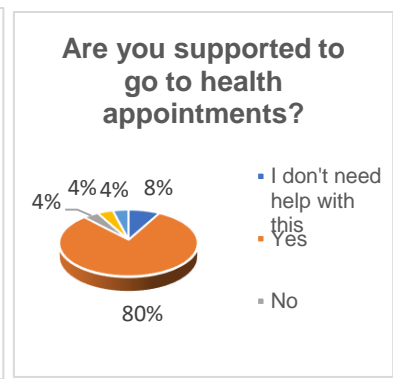
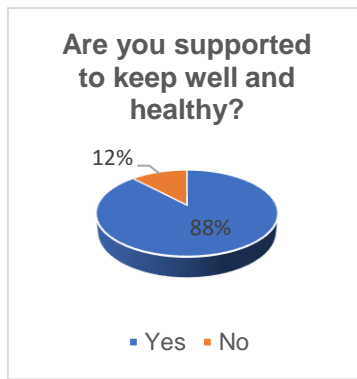
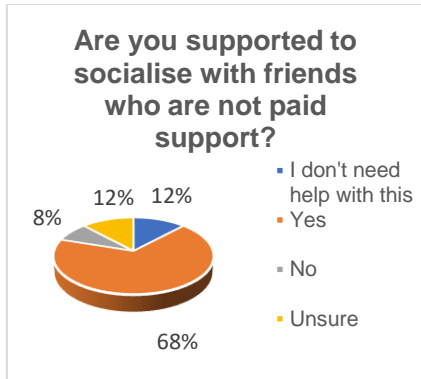


Support Provided by

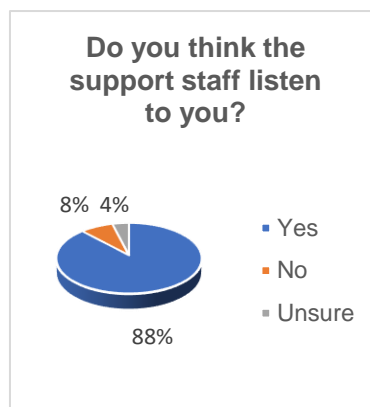


Individuals Feedback – Support Arrangements

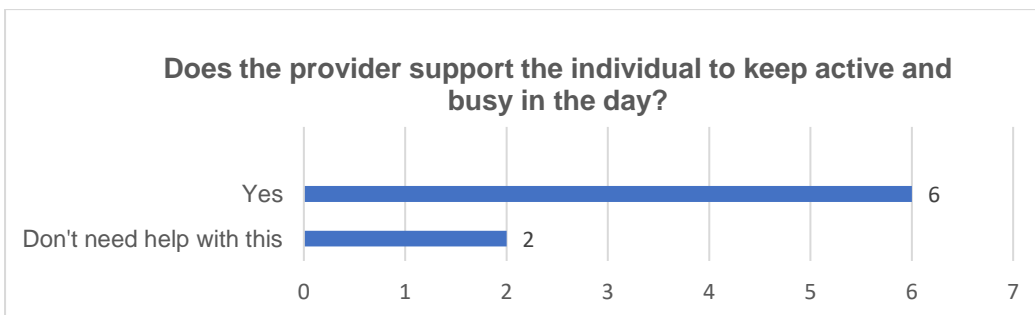


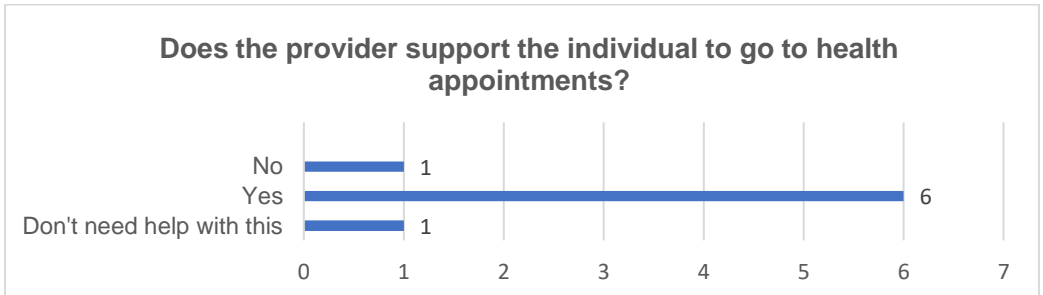
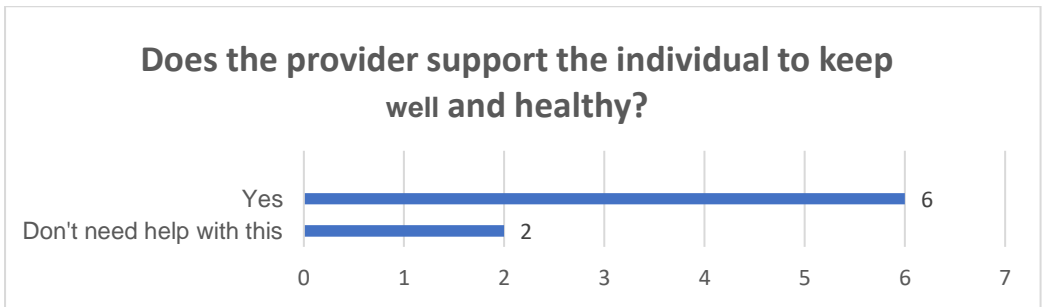
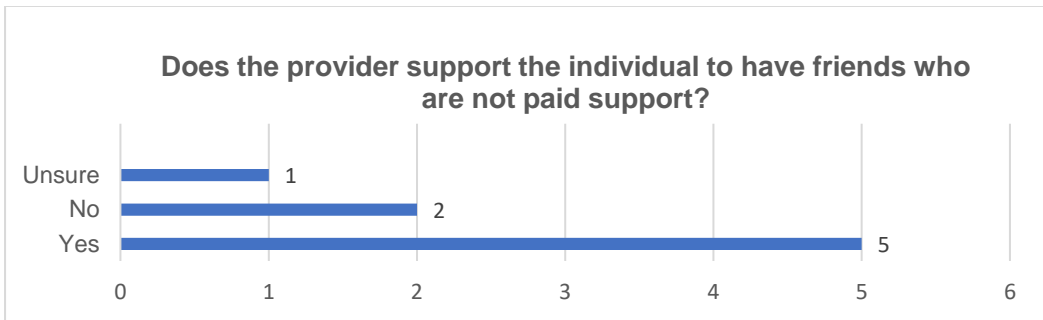
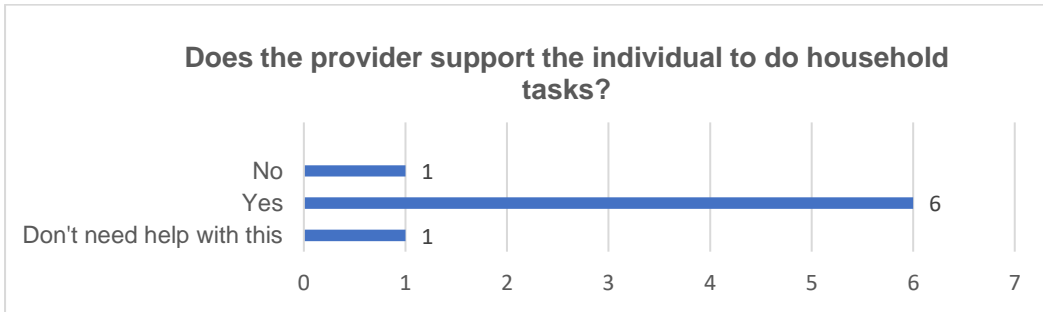
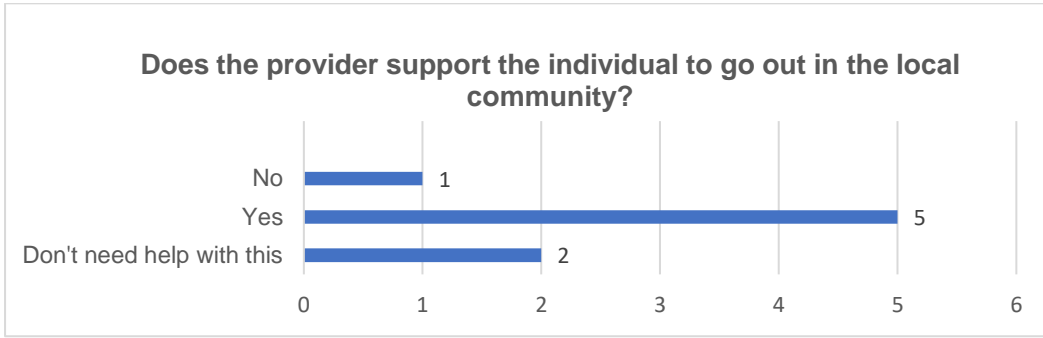


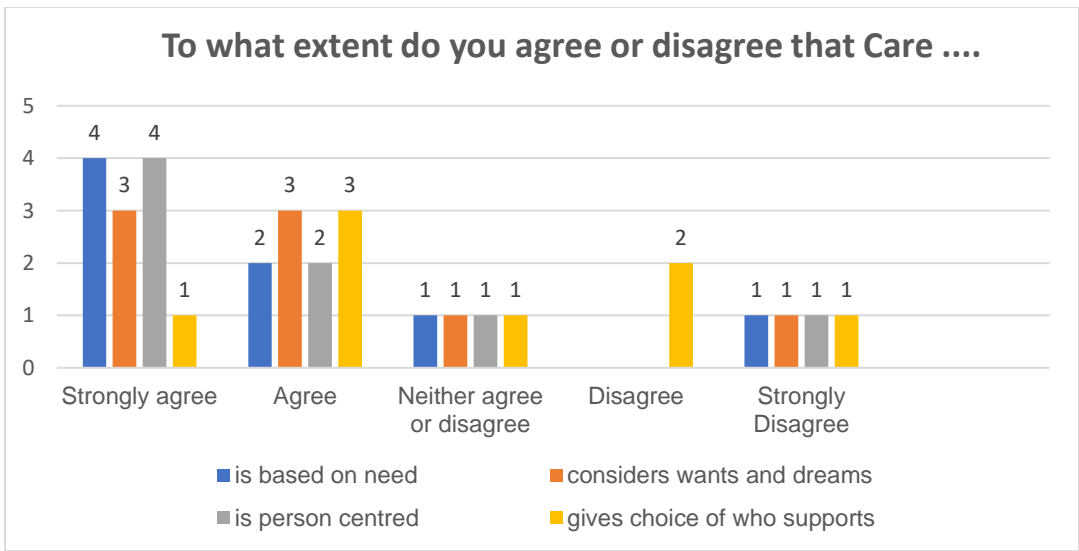
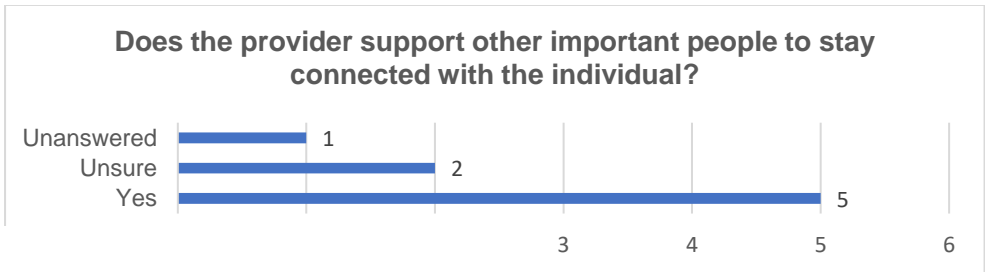
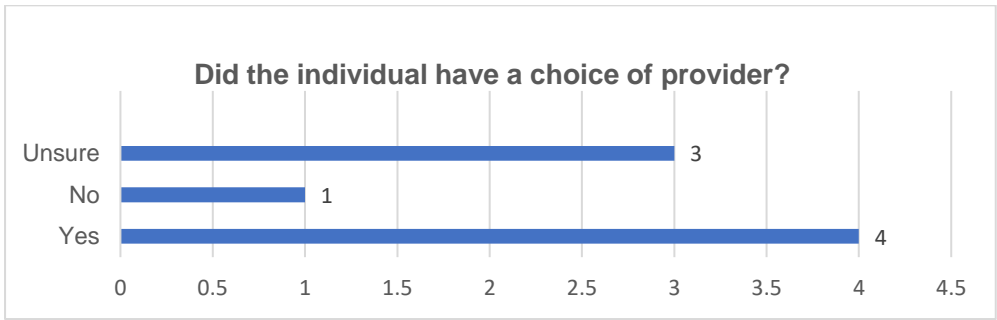
Individuals Feedback – Support Staff



Family and Unpaid Carers Feedback



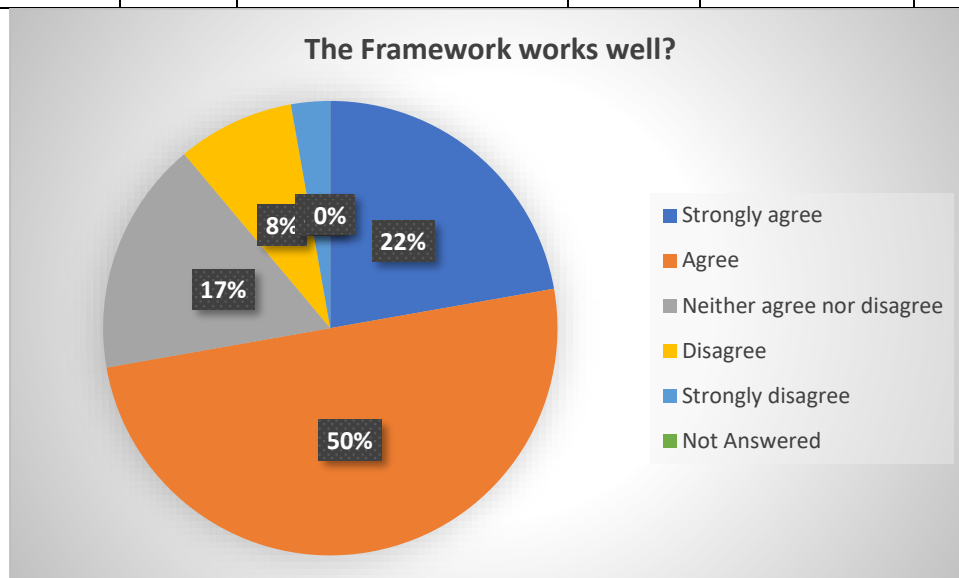




Appendix 4: Engagement with Providers – Survey Feedback

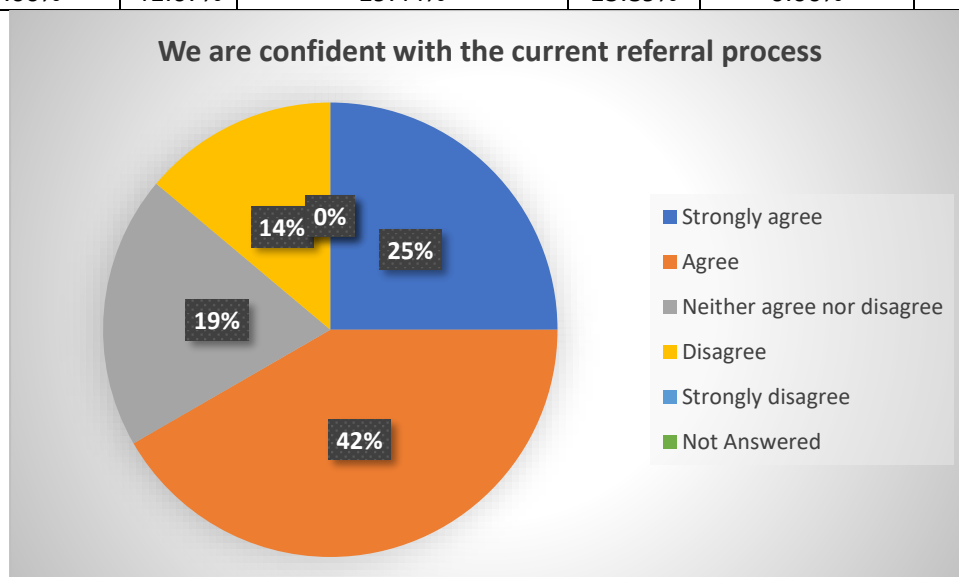
1. The framework works well

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 8 | 18 | 6 | 3 | 1 | 0 | 36 |
| 22.22% | 50.00% | 16.67% | 8.33% | 2.78% | 0.00% | |



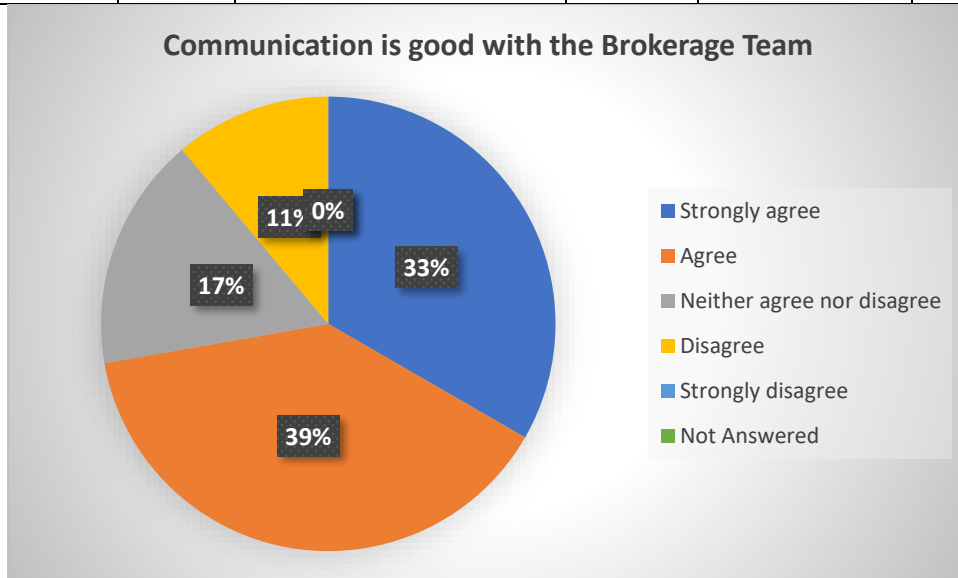
2. We are confident with the current referral process

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 9 | 15 | 7 | 5 | 0 | 0 | 36 |
| 25.00% | 41.67% | 19.44% | 13.89% | 0.00% | 0.00% | |



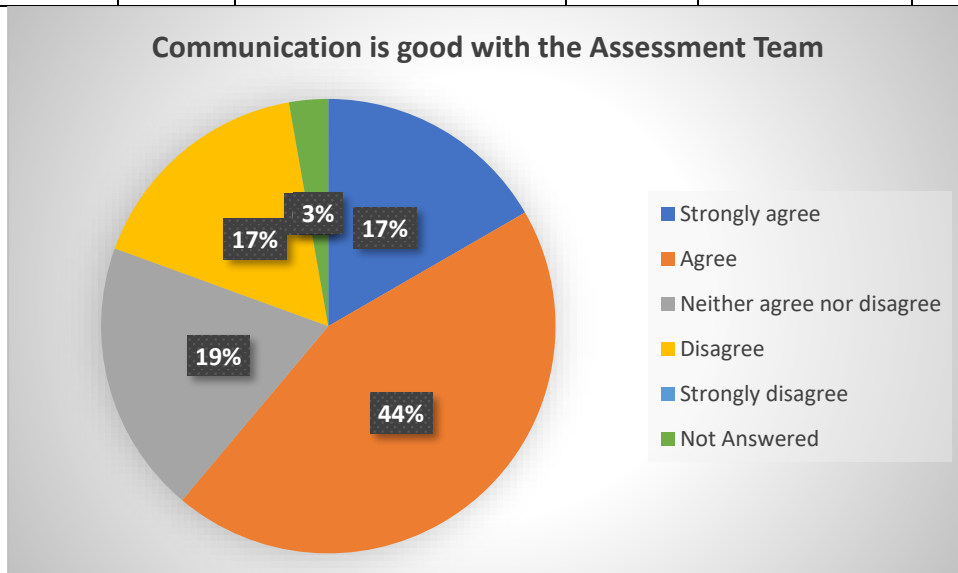
3. Communication is good with the Brokerage Team

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 12 | 14 | 6 | 4 | 0 | 0 | 36 |
| 33.33% | 38.89% | 16.67% | 11.11% | 0.00% | 0.00% | |



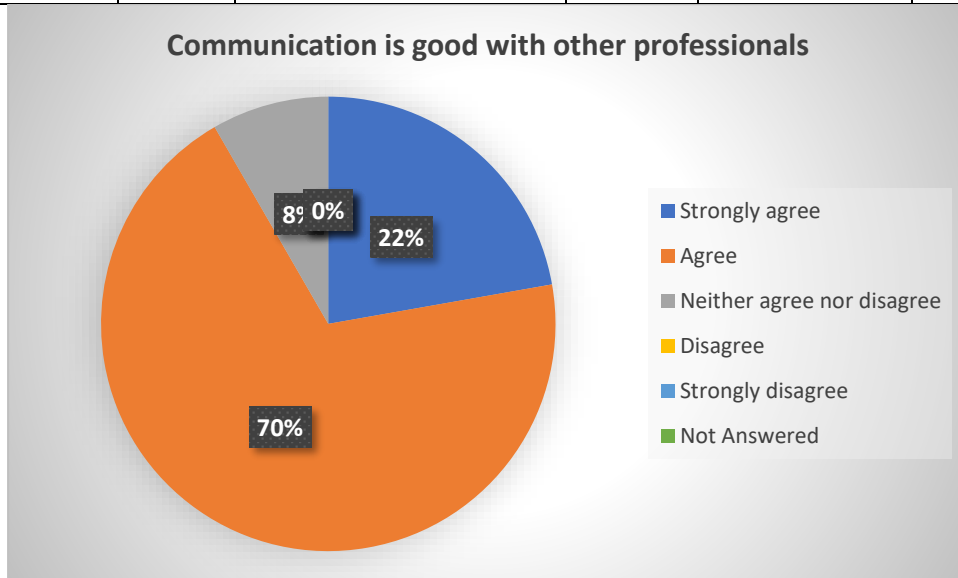
4. Communication is good with the Assessment Team

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 6 | 16 | 7 | 6 | 0 | 1 | 36 |
| 16.67% | 44.44% | 19.44% | 16.67% | 0.00% | 2.78% | |



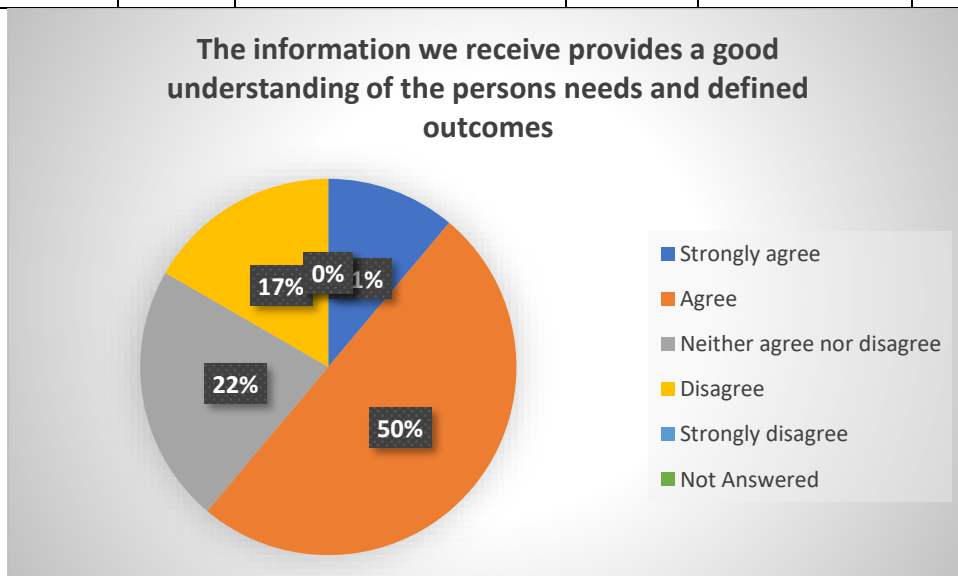
5. Communication is good with other professionals

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 8 | 25 | 3 | 0 | 0 | 0 | 36 |
| 22.22% | 69.44% | 8.33% | 0.00% | 0.00% | 0.00% | |



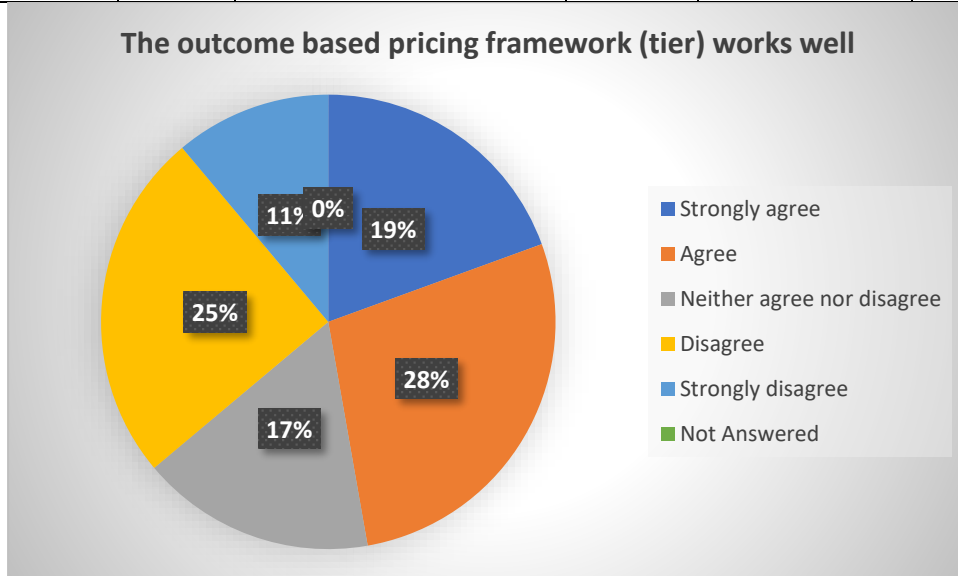
6. The information we receive provides a good understanding of the persons needs and defined outcomes

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 4 | 18 | 8 | 6 | 0 | 0 | 36 |
| 11.11% | 50.00% | 22.22% | 16.67% | 0.00% | 0.00% | |



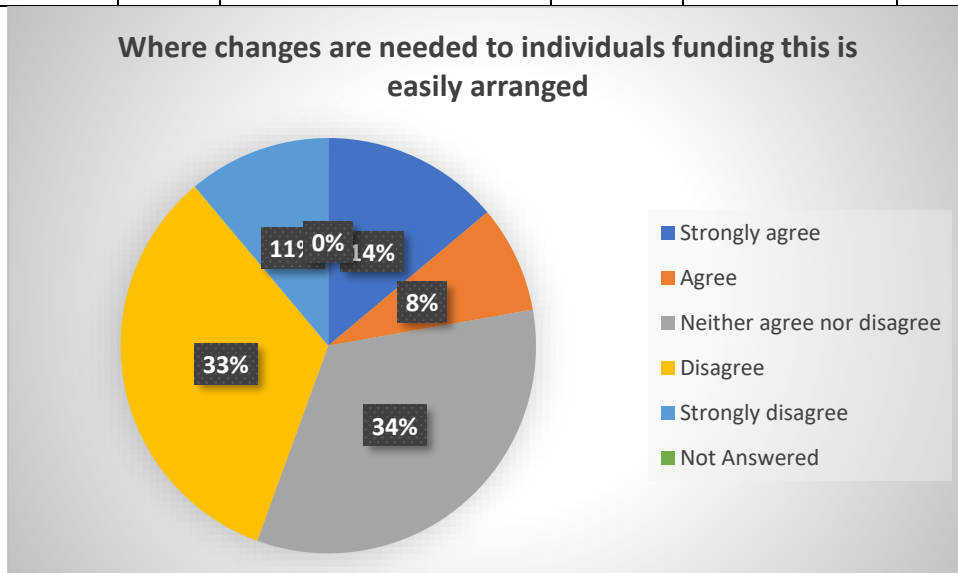
7. The outcome based pricing framework (tier) works well

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 7 | 10 | 6 | 9 | 4 | 0 | 36 |
| 19.44% | 27.78% | 16.67% | 25.00% | 11.11% | 0.00% | |



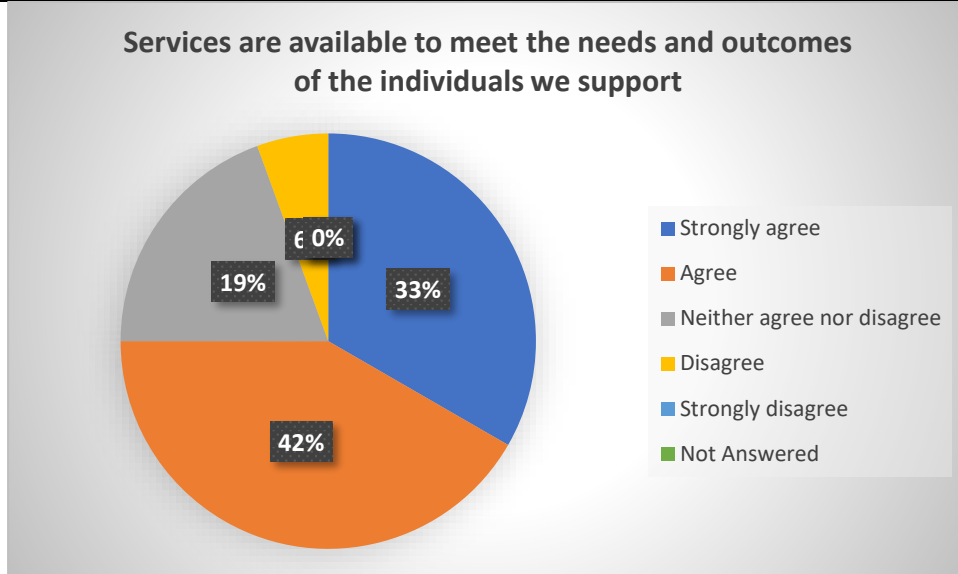
8. Where changes are needed to individuals funding this is easily arranged

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|-------|----------------------------|----------|-------------------|--------------|-------|
| 5 | 3 | 12 | 12 | 4 | 0 | 36 |
| 13.89% | 8.33% | 33.33% | 33.33% | 11.11% | 0.00% | |



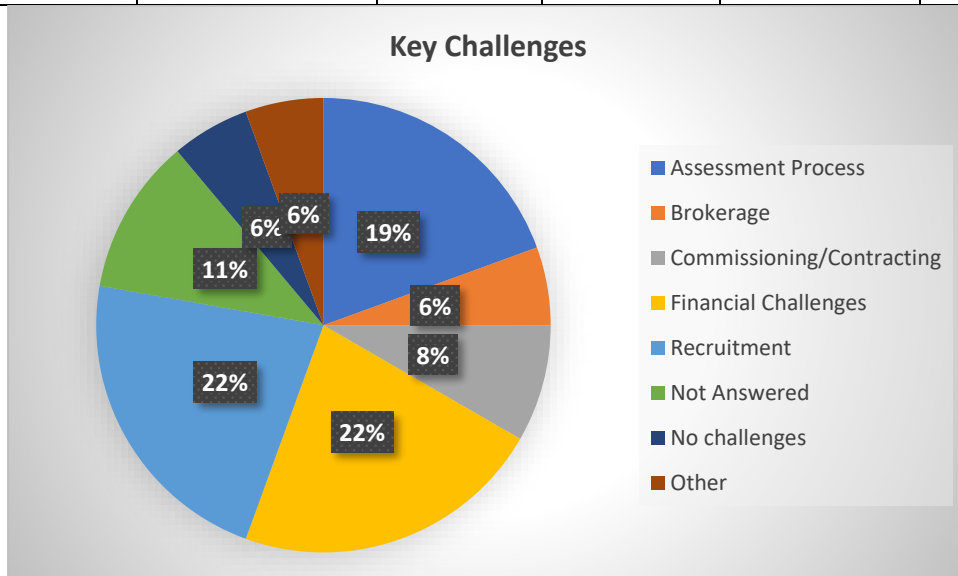
9. Services are available to meet the needs and outcomes of the individuals we support

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not Answered | Total |
|----------------|--------|----------------------------|----------|-------------------|--------------|-------|
| 12 | 15 | 7 | 2 | 0 | 0 | 36 |
| 33.33% | 41.67% | 19.44% | 5.56% | 0.00% | 0.00% | |



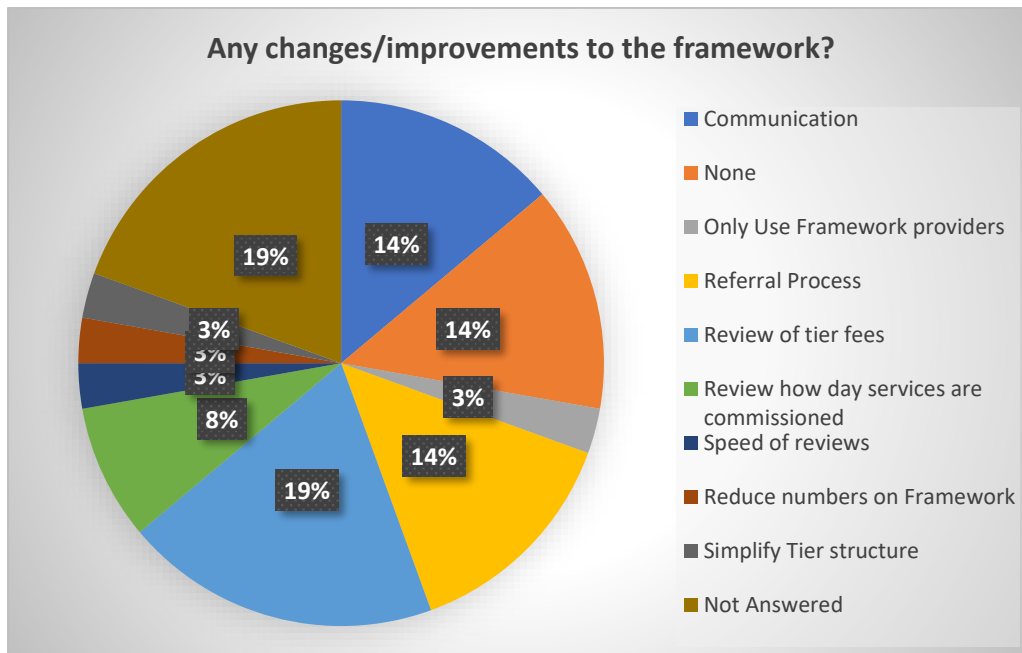
10. Key Challenges

| Assessment Process | Brokerage | Commissioning or Contracting | Financial Challenges | Recruitment | Not Answered | No challenges | Other | Total |
|--------------------|-----------|------------------------------|----------------------|-------------|--------------|---------------|-------|-------|
| 7 | 2 | 3 | 8 | 8 | 4 | 2 | 2 | 36 |
| 19.44% | 5.56% | 8.33% | 22.22% | 22.22% | 11.11% | 5.56% | 5.56% | |



11. Any changes/improvements to the framework?

| Communication | None | Only Use Framework providers | Referral Process | Review of tier fees | Review how day services are commissioned | Speed of reviews | Reduce numbers on Framework | Simplify Tier structure | Not Answered | Total |
|---------------|--------|------------------------------|------------------|---------------------|--|------------------|-----------------------------|-------------------------|--------------|-------|
| 5 | 5 | 1 | 5 | 7 | 3 | 1 | 1 | 1 | 7 | 36 |
| 13.89% | 13.89% | 2.78% | 13.89% | 19.44% | 8.33% | 2.78% | 2.78% | 2.78% | 19.44% | |



Appendix 5: Options Appraisal

| Options | Risks | Benefits | Recommendation |
|---|---|---|------------------------|
| 1. Do Nothing | <ul style="list-style-type: none"> - The framework agreement will expire resulting in no formalised agreements being in place. - Services with providers would require spot contracts. - This approach is likely to result in higher weekly costs as there would be no fixed pricing in place. - The wellbeing of individuals requiring these services may be impacted, as individuals may not receive the right support at the time that it is needed. | <ul style="list-style-type: none"> - None identified | Not recommended |
| 2. Recommission the contract with a start date of January 2025 | <ul style="list-style-type: none"> - Limited time to co-produce each of the offers (aligned to the ASC Strategy) | <ul style="list-style-type: none"> - Enables new entrants to the market, addressing gaps in unmet need. - Recommissioning will enable the contract to reflect the needs of the population of North Northamptonshire | Not recommended |
| 3. Extend for 5 years and re-commission, like for like, with a start date of 2030 | <ul style="list-style-type: none"> - With the 5-year extension, the contract for people with learning disabilities will have been in place for 10 years at the point it is re-commissioned. This could impact on the effectiveness of each of the service offers and result in delivering poor value for money. | <ul style="list-style-type: none"> - This enables ample opportunity to engage with providers to develop the procurement model and specifications. - allows time for commissioners and quality officers to focus on working with | Not recommended |

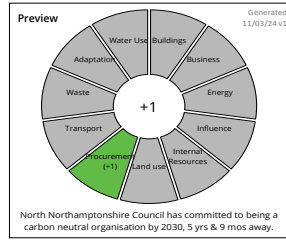
| | | | |
|---|---|--|---------------------------|
| | <ul style="list-style-type: none"> - The wellbeing of individuals requiring these services may be impacted, as the service model may be dated and not reflect current guidance and best practice. - Having all offers included under one framework is less flexible. Each offer needs to reflect changes in best practice, guidance, individual demand and needs. - There will be lost opportunity for new providers to join the Framework agreement and for NNC to access local providers who are developing new services focused on increasing independence for people with learning disabilities. - Recommissioning a diverse range of services at the same time puts significant pressure on the resources available. | <p>providers to ensure that they achieve a good level of quality prior to the tender going live.</p> <ul style="list-style-type: none"> - Areas of improvement can be addressed within the extension period to enable an enhanced offer | |
| <p>.Extend for 5 years but during this time recommission identified service offers under single contract arrangements. Recommissioning plans to commence January 2025 and be completed January 2030</p> | <ul style="list-style-type: none"> - Pressure will be put on resources to recommission 8 lots within a 5 year period. - Lost opportunity to commission new service models in 2024/25 to meet individual needs - The bench marking exercise undertaken shows that NNC | <ul style="list-style-type: none"> - Commencing procurement activities in a staged way will enable market entrants to be invited to tender for new contracts. - Recommissioning will provide opportunities to develop more cost-effective service models | <p>Recommended</p> |

| | | | |
|--|--|--|--|
| | currently pay higher than the average for some lots. | that are suited to the needs of those with learning disabilities, within the financial year 2025/26 - Recommissioning will enable the contract to reflect the needs of the population of North Northamptonshire | |
|--|--|--|--|

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Climate Change Impact Assessment Tool (v1)

| | |
|---------------------------------------|---|
| Directorate & Service Area | Commissioning and Performance Adult Social Care |
| Report Name | Commissioning for a Good Life Framework for Individuals with a Learning Disability |
| Report date | 29.02.2024 |
| Report author & role | Fiona Steinhardt: Commissioning Manager |
| Proposal Summary | This report seeks approval to extend the current contract, for services and support for individuals with a learning disability. Over the extension period it is intended that there be a phased approach to |
| Export filename | Commissioning for a Good Life Framework for Individuals with a Learning Disability CCA 29.02.2024 .png |



- Copy to clipboard
- Save to desktop
- Copy alt-text



| Category | Impact | Notes / justification for score / existing work (see guidance sheet or CCA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|---|------------------|---|
| Buildings | Building construction | N/A | | |
| Buildings | Building use | N/A | | |
| Buildings | Green / blue infrastructure | N/A | | |
| Business | Developing green businesses | Not a developing green business | | |
| Business | Marketable skills & training | This activity provide training to individuals and businesses in improving their climate change performance, or in developing marketable green skills | | |
| Business | Sustainability in business | This activity does not support businesses in applying best practice and sustainable solutions in their existing business model and supply chains | | |
| Energy | Energy efficiency | This does not activity optimise energy consumption and resource utilisation within council-owned facilities, operations, and services | | |
| Energy | Reducing energy demand | This activity does not change overall energy demand | | |
| Energy | Switching to low-carbon energy supply | This activity does not involve an increase or decrease in static fossil fuel technologies (transport is covered later) | | |
| Influence | Communication & engagement | This activity does not increase awareness of climate change, and our actions to address climate change issues. | | |
| Influence | Wider influence | This activity does not result in us gaining authority on a climate change issues | | |
| Influence | Working with communities | A number of local organisations provide accommodation and/or support to individuals with a learning disability. Our engagement with providers enables opportunity to promote and build awareness in the local community to We have partnered with the Integrated Health Board (ICB) to deliver services to adults with a learning disability. | | |
| Influence | Working with partners | The ICB has similar values to ours in terms of climate change | | |
| Internal Resources | Material / infrastructure requirement | This activity doe snot result in us using more or less of our existing infrastructure, supplies and council resources | | |
| Internal Resources | Staff time requirement | Staff do not have to work more or less on this activity | | |
| Internal Resources | Staff travel requirement | This activity does not mean that staff will need to travel more or less | | |
| Internal Resources | External funding | We are not able to leverage additional support for the activity from external funders | | |
| Land use | Carbon storage | This project does not result in a net increase or decrease in land carbon storage | | |
| Land use | Improving biodiversity adaptation | This activity does not help or hinder the natural world's ability to cope with climate change | | |
| Land use | Natural flood management | This activity does not reduce or increase the risk of flooding due to changes in land use | | |
| Procurement | Food & Drink | N/A | | |
| Procurement | Products | We are not increasing overall consumption of products or decreasing them | | |
| Procurement | Single-use plastic | N/A | | |
| Procurement | Services | The intention is for the framework to be extended by 5 years. During the extension period it is intended that there be a phased approach to recommissioning and where appropriate single contract arrangements procured. Commissioners work closely with contracted providers to source care and support arrangements for individuals with a learning disability. Various services are commissioned from the framework including residential living, support living, day opportunities and support at home. Within the terms and conditions of the contract (clause 16.1) providers are required to perform their obligations in accordance with the Authority's environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment. There is regular engagement with contracted providers via weekly bulletins, newsletter and quarterly forums where good practice is shared. Every provider will have an annual quality monitoring visit to ensure compliance with the contract. | +1 | |
| Transport | Decarbonising vehicles | This activity does not increase or decrease the use of fossil-fuelled vehicles | | |
| Transport | Improving infrastructure | This activity does not increase or decrease the opportunities within the borough for low carbon forms of travel | | |
| Transport | Demand reduction | This activity does not decrease or increase the need for motorised travel or promote sustainable modes of transportation | | |
| Transport | Supporting people to use public transport | This activity does not relate to public transport | | |
| Transport | Supporting people to use active travel | This activity does not relate to active travel | | |
| Waste | End of life disposal / recycling | This activity is not expect this activity to increase or decrease the proportion of waste which is recycled | | |
| Waste | Waste volume | N/A | | |
| Adaptation | Drought vulnerability | N/A | | |
| Adaptation | Flooding vulnerability | N/A | | |
| Adaptation | Heatwave vulnerability | Heatwaves may have an impact as the activity includes supporting individuals who may be vulnerable to heatwaves due to their health. We ensure alongside Public Health that we provide advice and support about heatwaves | | |
| Water Use | Improving water-use efficiency | N/A | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Corporate Fuel Card Policy and Procurement of a Fuel Card Provider |
| Lead Member | Councillor Matt Binley, Executive Member for Highways, Travel and Assets |
| Report Author | George Candler, Executive Director of Place and Economy |

| | |
|--|---|
| 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 |
| Which Corporate Plan priority does the report most closely align with? | Modern public services |

List of Appendices

Appendix A – Fuel Card Policy

Appendix B – Climate Change Impact Assessment tool

1. Purpose of Report

- 1.1 Approval is sought from the Executive for the adoption of a Corporate Fuel Card Policy and arising from this to agree to procure and enter into a new contract for the provision of fuel cards for use by operators of the Council's fleet in accordance with the Policy, unless the use of the Council's General Purchase Card (GPC) provides a more suitable alternative (as outlined in 2.2 below).

2. Executive Summary

- 2.1 The current arrangements for purchasing fuels by way of a fuel card transferred to North Northamptonshire Council from the legacy contracts and are now in need of procurement and consolidation.
- 2.2 The report recommends that the use of the Council's General Purchase Card system be explored for fuel purchases. If this is not feasible then a new

procurement for a fuel card provider be progressed at the most favourable rates available within contract procedure rules. It is also recommended that adopting the Fuel Card Policy provided in **Appendix A**.

- 2.3 The procurement is for fuel card requirements for all services and users of the Council's fleet and the scale of the procurement is based on past data. The estimated value of a three-year contract is circa. £960,000, making it a key decision.
- 2.4 There is currently no corporate policy governing the use of fuel cards. A new policy reflecting the Council's needs has been drawn up for approval as shown at **Appendix A**.

3. Recommendations

- 3.1. It is recommended that the Executive:
- a) Authorise procurement for purchase of fuel via Fuel Cards, subject to the outcome of reviewing the use of the Council's existing General Purchase Card system.
 - b) Delegate authority to procure and sign the necessary contracts to the Executive Member for Highways, Travel and Assets in consultation with the Assistant Director for Assets and Environment.
 - c) Adopt the Fuel Card Policy in **Appendix A**

- 3.2. Reasons for Recommendation: The reason for the recommendations is that it will ensure the most cost-effective approach for the purchase of essential fuel via a fuel card provider and ensure the authority is compliant with its obligations under the Public Contracts Regulations 2015, and its own procurement rules.

It has been a recommendation of the Council's Internal Auditor to introduce a corporate fuel policy to provide a sound basis on which corporate fuel cards are to be used and accounted for.

- 3.3. Alternative Options Considered
- The Council has limited other options but to reprocure fuel cards to operate its fleet.
 - Whilst the Council does operate a bulk fuel supply to operate part of the fleet, this is not appropriate for all vehicles given the proximity to those supplies and the vehicles operating base. Therefore, access to forecourt supplies is vital.

4. Report Background

- 4.1 The authority has two ways of fuelling operational vehicles: onsite bunker fuel at two sites in Wellingborough and Kettering; and fuel cards for external filling stations. Fuel cards are issued to vehicles that are not based at or operate from

these two sites, with circa 17,500ltrs of fuel purchased using fuel cards each month.

- 4.2 At present we have two main fuel card providers from legacy contracts, both of which require procurement. For the vehicles which use the bunkers there is also a 'backup' fuel card arrangement in place in the event of circumstances beyond our control, such as a system or power failure at site.
- 4.3 The use of fuel cards enables users access to local refuelling and therefore reduces the impact on the environment by lowering journey distances. It also lessens the impact on the vehicle, reduces fuel consumption and lost 'travel' time for operational teams.
- 4.4 Due to the number of fuel cards in use a Fuel Card Policy has been drafted to ensure appropriate use and management which is shown at **Appendix A**.
- 4.5 The policy details the restricted use of the cards, how the cards and transactions are monitored and managed and is designed to ensure the sole and proper use of the cards.
- 4.6 Fuel Card users will be required to accept the terms within the policy and sign a Fuel Card Terms of Use Agreement.

5. Issues and Choices

- 5.1 The option of not providing a corporate fuel card is rejected as many fleet users do not have immediate access to bunkered fuel. This therefore requires an alternative means of fuelling vehicles; a fuel card gives a flexible and cost-effective solution.
- 5.2 The legacy agreements/contract require procurement to comply with Contract Procedure Rules, and with the opportunity of consolidating the Council's usage under one contract. The Council also has an existing General Purchase Card system which could provide fuel card arrangements. It is proposed that this arrangement be explored, and if not feasible then a procurement exercise be undertaken for provision of fuel cards.
- 5.3 The Council has the following options for progressing the procurement exercise:
 - A.** Undertake a dedicated procurement exercise to appoint a supplier.
 - B.** Plan and undertake a Council framework agreement through which a supplier can be appointed.
 - C.** Use an established framework agreement (which complies with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules) to appoint a supplier.
- 5.4 Following due consideration of the above options and through consultation with the Procurement Team the preferred option is option C to procure a supplier through an established framework. This option provides the following benefits:

- Established frameworks are readily accessible for the Council and as such removes delays and can reduce procurement and management costs associated with setting up something new.
- Established frameworks are accessible by multiple suppliers and offer the opportunity to test market rates within the framework, so we can switch supplier if one is unable to fulfil the requirements or is able to offer a better price.

5.5 As part of the routine auditing of council services, Internal Audit have recommended a corporate Fuel Card Policy is created and adopted.

6. Next Steps

6.1 Subject to approval, officers will engage with the Procurement Team and Legal Services to ensure the best value compliant procurement process is undertaken in accordance with the Public Contracts Regulations 2015 and internal governance considerations as defined by the Contract Procedure Rules.

7. Implications (including financial implications)

7.1 Resources, Financial and Transformation

7.1.1 The precise financial implications of procuring a fuel card supplier will not be known until the procurement exercise is complete; however, based on past data, the estimated value of a three-year contract is circa £960,000.

7.1.2 There is currently provision for the expenditure on fuel card purchase within the current Fleet service revenue budget.

7.1.3 The ongoing asset rationalisation work may have an impact on vehicle movement and fuel costs, but this is not known at this stage.

7.2 Legal and Governance

7.2.1 In addition to complying with all relevant UK and EU legislation, the local Government Act 1972 requires the Council to regulate how it enters into contracts. Every contract must comply with the Council's Contract Procedure Rules and the Council's Financial Regulations.

7.3 Relevant Policies and Plans

7.3.1 This proposal aligns with the Council's Corporate Plan Priority of Modern Public Services.

7.4 Risk

- 7.4.1 Using fuel cards outside of a compliant procurement process could put the council in breach of procurement regulations.
- 7.4.2 Failure to procure a fuel card provider could result in reputational damage to the Council as it would seriously impact essential frontline services to customers across North Northamptonshire, such as housing maintenance services, provider services, waste collection and street cleaning.
- 7.4.3 Failure to have a corporate fuel card use policy issued to users could lead either deliberate or inadvertent misuse use of fuel cards.

7.5 Consultation

- 7.5.1 External consultation is not required as the policy relates to the access of fuel by Council employees.
- 7.5.2 The lead internal auditor has been consulted with, but does not need to approve policy.

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

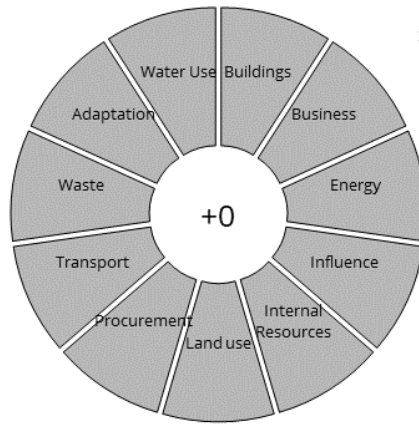
- 7.7.1 This report has not been considered by the Scrutiny Committee but is eligible for consideration via their workplan.

7.8 Equality Implications

- 7.8 There are no adverse impact on individuals with protected characteristics.

7.9 Climate Impact

- 7.9.1 A climate change impact assessment has been undertaken and the impact of this report is negligible, with a slight benefit from the inclusion of an option to purchase Hydrotreated Vegetable Oil fuel (HVO) using the fuel card, should it be available at the public service station. HVO fuel is a non-fossil fuel alternative to diesel with up to a 90% reduction in carbon compared to diesel. Its availability; however, is limited.



North Northamptonshire Council has committed to being a carbon neutral organisation by 2030, 5 yrs & 9 mos away.

7.10 Community Impact

7.10.1 There are no community impacts from the approval to proceed with a procurement process and the adoption of the Fuel Card Policy.

7.11 Crime and Disorder Impact

7.11.1 There are no Crime and Disorder issues arising directly from this report.

8 Background Papers

8.1 None

Fuel Card Policy

| Version control | |
|---------------------|-------|
| Procedure Reference | |
| Status | Draft |
| Version | 0.1 |
| Date adopted | |
| Future Review date: | |

[North Northants Council website](#)



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Section 1: Introduction & Purpose

Fuel cards offer a convenient way for North Northamptonshire Council (NNC) staff to re-fuel vehicles quickly and efficiently during the course of NNC business, while maintaining maximum safeguards.

The purpose of this policy is to provide accountability, controls, and guidance for the issuing, use and ongoing monitoring of fuel cards.

Section 2: Scope

The policy applies to authorised users of corporate vehicles or equipment for fuelling and vehicle related goods only.

The following Officers, AD's or Directors are ultimately responsible for ensuring procedures are adhered to within the Council and need to ensure effective management processes and monitoring are in place.

| | |
|---------------|-------------------------------------|
| Job Title | Fleet Manager |
| Service Area | Assets and Environment |
| Directorate | Place and Economy |
| Contact email | lynne.spencer@northnorthants.gov.uk |

| | |
|---------------|------------------------------------|
| Job Title | Head of Environment |
| Service Area | Assets and Environment |
| Directorate | Place and Economy |
| Contact email | chris.haines@northnorthants.gov.uk |

| | |
|---------------|---|
| Job Title | Assistant Director |
| Service Area | Assets and Environment |
| Directorate | Place and Economy |
| Contact email | jonathan.waterworth@northnorthants.gov.uk |

Section 3: The Procedure

Fuel cards are issued and monitored by the fleet team and are strictly for official business use only.

Fuel cards may only be used for the purpose intended: the purchase of authorised fuel, lubricants, and vehicle related goods for the associated NNC vehicle or equipment.

It is explicitly forbidden to use the fuel card to purchase fuel or lubricant for any privately owned vehicle or equipment. Any employee found to be in breach of this requirement will be deemed to have committed an act of gross misconduct and will be subject to disciplinary action, fraudulent use will be reported to the Police.

These permissions will be made clear when the fuel card is issued, and all users will be issued this policy and required to sign the Terms of Use to confirm they understand their responsibilities as a fuel card user.

Cards will only be able to make the following authorised purchases (not all cards will have all these permissions):

- Purchase of fuels, i.e. diesel, petrol, HVO (Hydrotreated Vegetable Oil)
- Purchase of lubricants
- Purchase of approved vehicle related goods

There are two types of cards:

1. Vehicle cards – these cards are provided for use on a specific vehicle, with the vehicle registration printed on the card or equipment that is associated with that vehicle. Only the vehicle specified on the card/associated equipment should be filled with fuel using this card.
2. Bearer cards – these cards are not specific to a vehicle. These cards will be assigned by the fleet team. The users of bearer cards will be responsible for the sole and proper use and safety of that card until it is signed back in. The number of bearer cards is kept to a minimum.

Issue of Fuel Cards

Fuel cards will be ordered and issued by the fleet team. Cards are issued by vehicle registration and distributed to a manager or delegated officer of the team that has day to day responsibility for the vehicle.

Upon issue of a fuel card to the end user they will be required to accept the terms within this policy and sign the Fuel Card Terms of Use Agreement (Appendix B). The completed agreements will be saved and be available to the fleet team for audit purposes.

It is the line manager or delegated officer's responsibility to allocate the fuel card accordingly and record who the card has been issued to / who the vehicle is allocated to. These records, along with the fuel card receipts must be readily available upon request and are required for the accurate recording of costs, usage and overall control and management of the fleet and fuel consumption.

Once issued with a fuel card it is the user's responsibility to ensure the card's safe keeping.

Using a Fuel Card

1. Fuel card users must ensure that their fuel card is accepted at the forecourt prior to either drawing fuel, purchasing lubricants or vehicle related goods. The card must only be used for the vehicle/associated equipment specified on the front of the card.
2. Upon payment of fuels, lubricants or vehicle related goods the user will ensure they give the forecourt operator an accurate odometer reading, the PIN when asked and must ensure they receive a receipt for the transaction.



3. The use of any Loyalty Card is not permitted for any transaction made with a fuel card.
4. The user's name must be written on the receipt and must be handed in to their supervising officer at the earliest opportunity, or within 5 business days at the very latest. This includes the identification on the receipts where a fuel card is used to purchase fuel for equipment, i.e. ground maintenance equipment/tools.
5. Where a card is lost, stolen or damaged, the user must notify their line manager and the fleet team immediately. Steps will then be taken by the fleet team to rectify the situation. This may include cancelling the card and, if required, reissuing a new card.

Scrutiny / Monitoring of Fuel Card usage

The fleet team will review and monitor the fuel card transaction reports for instances of non-compliance and escalate these to the relevant service teams for corrective action, i.e. further training on fuel card usage and instruction to comply.

The fleet team will review all exceptions that could potentially indicate misuse or fraud. These will be investigated, and corrective action taken, where necessary. In serious circumstances internal audit support will be sought as appropriate.

Misuse of Fuel Card

Fuel cards are strictly for the purchase of authorised fuel, lubricants, and vehicle related goods for NNC vehicles or equipment only. Personal use of the fuel card or any use other than official NNC business use will be considered gross misconduct and disciplinary action will be taken, fraudulent use will also be reported to the Police.

Risk Management

| Action | Responsible Person: | | |
|---|----------------------------|---------------------|-------------------|
| | Card User | Line Manager | Fleet Team |
| Procurement of fuel cards | | | ✓ |
| Issue of fuel card to end user | | ✓ | |
| Issue of and completion of the Terms of Use | | ✓ | |
| Completion of vehicle allocation/fuel card issue log | | ✓ | |
| Card usage and safe keeping | ✓ | | |
| Receipt obtained and handed in to supervising officer | ✓ | | |
| Checking receipt contains the details required | | ✓ | |
| Retention of receipts, ensuring accessibility as required | | ✓ | |
| Review and reconciliation of transaction invoices | | | ✓ |
| Supplier order and invoice processing | | | ✓ |
| Review and monitoring of transaction reports | | | ✓ |
| Investigation of non-compliance | | ✓ | |



| | | | |
|---|---|---|---|
| Investigation of exceptions/potential fraud | | ✓ | ✓ |
| Reporting a lost, stolen or damaged card | ✓ | ✓ | |
| Return of fuel card upon leaving NNC | ✓ | ✓ | |
| Informing fleet team of any card user/vehicle changes | | ✓ | |

Standard and duty of care:

All users must make sure they understand and abide by this policy to ensure correct usage of cards and safeguarding users and NNC. Users must raise any concerns or, if clarification is required, with their line manager. All users have a duty of care not to let unauthorised people use the card and to prevent negligent use of the card. Users will be required to confirm all transactions against the card under their responsibility. The card should be kept in a safe place and should be reported to the line manager and fleet team immediately if it is lost or stolen.

If you need help or further information relating to this procedure, please contact:

| | |
|----------------------|---------------------------------|
| Job Title | Fleet Technical Officer |
| Service Area | Fleet – Assets and Environment |
| Directorate | Place and Economy |
| Contact email | fleet.kbc@northnorthants.gov.uk |

Below are the details of the officer responsible for implementation.

| | |
|----------------------|---------------------------------|
| Job Title | Fleet Manager |
| Service Area | Fleet – Assets and Environment |
| Directorate | Place and Economy |
| Contact email | fleet.kbc@northnorthants.gov.uk |

Section 5: Appendix A - Accountability

Document Version Control

| | |
|--|------------------------------|
| Author (Post holder title): | Fleet Manager |
| Document File Name: | Fuel Card Policy |
| Document held by (name/section): | Assets & Environment / Fleet |
| For internal publication only or external also: | Internal only |
| Document retained in council's corporate repository (service area's Intranet page): | Yes |
| Document added to procedure register: | Yes/No |

Change History

| Issue | Date | Comments |
|-------|----------|-----------------------|
| 0.1 | 19/02/24 | 1 st draft |
| | | |
| | | |

NB: Draft versions 0.1 - final published versions 1.0

Consultees

| Internal | External |
|----------|----------|
| n/a | n/a |
| | |
| | |

Accountability

| Granted approval level (CLT / committee) | Approval Date DD / MM/ YYYY | Who is responsible for delivery of the procedure |
|--|-----------------------------|--|
| | | |
| | | |

Distribution List

| Internal | External |
|---------------|----------|
| NNC employees | n/a |
| | |
| | |



Section 6: Appendix B - Fuel Card Terms of Use Agreement

North Northamptonshire Council issue fuel cards to authorised users for the purchase of fuel, lubricants, or vehicle related goods for relevant North Northamptonshire Council vehicles and/or equipment. This document is to verify that you understand your responsibilities and policy relating to the use of the fuel card issued to you.

User Acceptance Statements

1. I have been issued a fuel card, which authorises me to purchase fuel, lubricants, or vehicle related goods for NNC vehicles/equipment **only**.
2. I understand that my fuel card transactions will be verified and that I am accountable for all transactions made using the fuel card issued to me. Therefore, I will not share this fuel card or PIN with anyone. If I believe the security of this fuel card has been compromised, I will immediately notify my line manager or the Fleet team.
3. I understand that the fuel card is **not** to be used for personal vehicles and for non-business purposes. Using the fuel card for any purpose other than official business use will be considered gross misconduct and disciplinary action will be taken, fraudulent use will also be reported to the Police.
4. I understand that each time I use the fuel card, I am required to obtain a receipt. Upon this receipt I must put my signature/print my name. This receipt is then to be handed in to my line manager at the earliest opportunity, or within 5 business days at the very latest. My failure to do this may result in disciplinary action.
5. I will ensure the card is always kept in a safe place and I will report to my line manager or the Fleet team immediately if it is lost, stolen or damaged.
6. Upon leaving the Council I will return the fuel card to my line manager.

I understand and agree with the above statements:

Name (Print)

Signature

Date

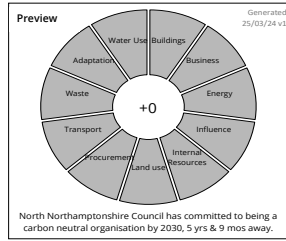


Fuel Card Number

DRAFT

Climate Change Impact Assessment Tool (v1)

| | |
|---------------------------------------|---|
| Directorate & Service Area | Directorate & Service Area |
| Report Name | Fuel Card Policy & Provider |
| Report date | 28/02/24 |
| Report author & role | Lynne Spencer - Fleet Manager |
| Proposal Summary | Seeking approval to conduct a procurement exercise to appoint a new fuel card supplier and the adoption of a corporate fuel card policy as old contract has expired |
| Export filename | Fuel Card Policy & Provider CCIA 28.02.2024 .png |



Generated 25/03/24 v1

Copy to clipboard

Save to desktop

Copy alt-text



| Category | Impact | Notes / Justification for score / existing work (see guidance sheet or CCIA detailed notes for more information) | Score (-5 to +5) | Mitigations (If the impact is negative, please provide a mitigating action for reducing the impact going forward) |
|--------------------|---|---|------------------|---|
| Buildings | Building construction | | | |
| Buildings | Building use | | | |
| Buildings | Green / blue infrastructure | | | |
| Business | Developing green businesses | | | |
| Business | Marketable skills & training | | | |
| Business | Sustainability in business | | | |
| Energy | Energy efficiency | | | |
| Energy | Reducing energy demand | | | |
| Energy | Switching to low-carbon energy supply | | | |
| Influence | Communication & engagement | | | |
| Influence | Wider influence | | | |
| Influence | Working with communities | | | |
| Influence | Working with partners | | | |
| Internal Resources | Material / Infrastructure requirement | | | |
| Internal Resources | Staff time requirement | No increase or decrease in usage - no change in our use of fuel cards - exercise is for reprocurement of contract | | |
| Internal Resources | Staff travel requirement | | | |
| Internal Resources | External funding | | | |
| Land use | Carbon storage | | | |
| Land use | Improving biodiversity adaptation | | | |
| Land use | Natural flood management | | | |
| Procurement | Food & Drink | | | |
| Procurement | Products | No increase or decrease in usage - no change in our use of fuel cards - exercise is for reprocurement of contract | | It is our intended procurement routes is via an established Framework so the awarded supplier is unknown at this point. As part of the process we will address the suppliers environmental impact and values and update this assessment accordingly |
| Procurement | Single-use plastic | | | |
| Procurement | Services | | | |
| Transport | Decarbonising vehicles | No increase or decrease in usage - no change in our use of fuel cards - exercise is for reprocurement of contract | | |
| Transport | Improving infrastructure | | | |
| Transport | Demand reduction | No increase or decrease in usage - no change in our use of fuel cards - exercise is for reprocurement of contract | | |
| Transport | Supporting people to use public transport | | | |
| Transport | Supporting people to use active travel | | | |
| Waste | End of life disposal / recycling | | | |
| Waste | Waste volume | | | |
| Adaptation | Drought vulnerability | | | |
| Adaptation | Flooding vulnerability | | | |
| Adaptation | Heatwave vulnerability | | | |
| Water Use | Improving water-use efficiency | | | |
| Other | Other 1 | | | |
| Other | Other 2 | | | |
| Other | Other 3 | | | |
| Other | Other 4 | | | |

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EXECUTIVE 18th April 2024

| | |
|----------------------|---|
| Report Title | Capital Programme Update 2024/25 |
| Report Author | 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/s for exemption from publication under Schedule 12A Local Government Act 1972 | N/A |
| Which Corporate Plan priority does the report most closely align with? Our priorities for the future North Northamptonshire Council (northnorthants.gov.uk) | Modern public services |

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 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 through 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 investment requested for inclusion in 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 the Executive:

i) Approve the following changes into the capital programme:

- a. Replacement of electronic locking system and locker housing, Corby East Midlands International Pool – budget virement of £66,000 from the Leisure Minor Works approved capital scheme
- b. Upper Nene Valley Gravel Pits Special Protection Area (SPA) Mitigation Projects – budget approval for £37,700, £18,850 in 2024/25 and £18,850 in 2025/26 to be funded from Section 106 contributions.
- c. Safer Roads Fund, A6 – budget approval for £2.2m in 2024/25 to be funded from Department for Transport grant.
- d. Levelling Up Fund Cultural Allocation – programme budget approval for £5m in 2024/25 to be funded from Department of Levelling Up grant.

3.2 Reasons for Recommendations: These are set out in greater detail within section 5 of the report, but can be summarised as helping to meet the Council's corporate plan objectives:

- Green sustainable environment
- Connected Communities
- Safe and thriving places
- Active, fulfilled lives

3.3 Alternative Options Considered:

- For those schemes which are grant funded or from Section 106 contributions, they are undertaken in accordance with the requirements of the grant conditions/ legal agreement and, therefore, there is no alternative option proposed in this report.
- Where individual schemes are over £0.5m, separate reports are included elsewhere on this agenda, and these 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 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 from 2024/25 as adopted by the Council in February 2024 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 **Replacement of electronic locking system and locker housing, Corby East Midlands International Pool, allocation of £66,000 from the Leisure small works budget** – the current locker facilities at the Corby East Midland International Pool require an upgrade to ensure the provision of safe and secure lockers for all users to the site.
- 5.2 **Upper Nene Valley Gravel Pits Special Protection Area (SPA) Mitigation Projects – budget approval for £37,700 to be funded from S106 contributions** – The project will deliver mitigations for the residential development within 3km of the Special Protection Area (SPA) which has been granted planning permission and for which S106 contribution payments have been received.
- 5.3 The mitigations include:
- a seasonal diversion of a footpath from Higham Lake Causeway to the east side of Three Corners Lake
 - installation of fencing and screening to reduce disturbance on various lakes
 - installation of signs to inform the public of the importance of the SPA
- 5.4 **Safer Roads Fund, A6 – budget approval for £2.2m in 2024/25 to be funded from Department for Transport (DfT) grant** - The DfT, working with the Road Safety Foundation, have carried out an assessment of the A road network (excluding those on the strategic and major road networks) using the International Road Assessment Programme (IRAP) methodology.
- 5.5 Based on this analysis, the DfT have identified the A6 between the A14 and A45 as a road where risk can be reduced and have awarded the Council a grant of £2.2m.

5.6 As this scheme is over £0.5m, please see the report elsewhere on this agenda.

5.7 **Levelling Up Fund Cultural Allocation – budget approval for £5m in 2024/25 to be funded from Department of Levelling Up grant** – The Council has been provisionally awarded up to £5 million of capital funding as part of the Spring Budget, to support local culture projects in the area. To secure the funding, the Council must bring forward an Investment Plan that is focused on supporting cultural activity in the area. Approval is sort at this stage to set up a programme budget for the full £5m grant, subject to the acceptance of the Investment Plan. When detailed projects have been identified within this plane, these will be brought back to The Executive for approval to vire from this overall programme budget.

5.8 As this scheme is over £0.5m, please see the report elsewhere on this agenda.

6. Next Steps

6.1 If approved, progress on the schemes will be monitored by project boards where appropriate.

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, contributions or as an allocation from a scheme previously approved as part of the 2024/25 budget setting process. The funding source is set out in the recommendations in section 3 and within the scheme details as set out within section 5.

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 is identified in this report.

7.3 Risk

7.3.1 The deliverability of the 2024/25 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 scheme provides a strategic fit with the Council’s priorities as set out within the Corporate Plan.

7.5 Consultation

- 7.5.1 The 2024/25 Capital Strategy and Capital Programme were subject to consultation prior to approval by the North Northamptonshire Authority in February 2024. The programme was approved by Council at its meeting on 22nd February 2024 and was subject to consultation from 21st December 2023 to 26th January 2024. 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 With the Council's declaration of a climate emergency in July 2021 and the approval of the Carbon Management Plan in December 2022, we have committed to working towards becoming a carbon neutral council by 2030.

7.9.2 Significant progress has since been made and reported into the Climate, Growth and Environment Executive Advisory Panel at regular intervals throughout 2022.

7.9.3 During 2023, significant progress on climate action has been made and reported to the Sustainable Communities Executive Advisory Panel at regular intervals throughout the year. The initial focus has been to identify mechanisms, procedures and systems that will provide a solid foundation for further development of climate action as we plot our course towards reaching the Council's target of becoming carbon neutral by 2030 and complying with the national legal requirement of achieving Net Zero by 2050, or sooner.

7.9.4 The climate impact of each capital project will be considered and managed within the relevant scheme.

7.9.5 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.

7.9.6 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 2024/25 – Full Council, 22nd February 2024 - [Capital Programme Report 2024-28.pdf \(moderngov.co.uk\)](#)

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EXECUTIVE 18th April 2024

| | |
|-----------------------|--|
| Report Title | Budget Forecast 2023-24 at Period 11 |
| 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/s for exemption from publication under Schedule 12A Local Government Act 1972 | N/A |
| Which Corporate Plan priority does the report most closely align with? | ALL |

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 February 2024 (Period 11) 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 indication based on information available as at Period 11 (February 2024) – the forecast position for each of the funds is as follows:
- General Fund - overspend of £11.900m - (Period 10 - £11.036m).
 - Housing Revenue Account – underspend of £41k – (Period 10 Overspend – £128k).
 - Dedicated Schools Grant is forecasting a pressure of £9.509m (Period 10 - £9.115m).
- 2.2 **There are number of pressures and savings across the General Fund – the main ones are set in this Executive Summary.**
- 2.3 The main pressure relates to the Children's Trust – the total contract value for the Children's Trust is £150.938m. The Council's 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%).
- 2.4 The Children's Trust are forecasting an overspend of £32.540m – this is an increase of £1.638m to that previously reported to the Executive where the forecast pressure was £30.902m. The cost to the Council based on an overspend of £30.902m is **£14.370m**.
- 2.5 The Council has invested in additional agency workers to support the Education Health and Care (EHC) service to try to meet increasing demand for assessments in this area. This has a net impact of an additional expenditure above budget of **£1.604m**.
- 2.6 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** in relation to this contract. There is a net forecast pressure of **£12.846m** in relation to Third Party Payments in independent care spend including Residential and nursing care for both 65+ year old and the 18-64 years old clients. These pressures have been partially offset by net savings of **£1.953m** within Commissioning and Performance.
- 2.7 The income from Leisure facilities is forecast to be **£400k** greater than budget, this is as a result of changes in VAT.
- 2.8 There are net savings of **£2.548m** across the Place and Economy Directorate the main savings relate to additional income of £687k from the commercial investment portfolio.
- 2.9 There are pressures of **£654k** relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.
- 2.10 The main saving to offset the pressures comes from additional investment income of **£5.810m** this reflects, the increase in the Bank of England base rate

on future investments and is based on an average cash balance of £175.6m at a weighted average rate of 5.04% for a full year.

- 2.11 There are further savings of **£1.406m** this relates to annual increments for staff that have been charged across the authority and the cost of this has been absorbed through existing budgets as such the increments have been reflected as a saving. There are also savings of **£1.315m** on the employer's pension contributions and net staff savings of **£1.264m** across Enabling Services.
- 2.12 The proposals for the new pay and grading structure have been agreed, however the budget reflected the cost for a full year. This has been implemented from February 2024 and savings of **£2.066m** were reflected in the Period 8 monitoring which is equivalent to the costs over a 10-month period.
- 2.13 It is estimated that Business Rates income for 2023/24 is **£3.142m** above the original budget, this has been reflected in the monitoring and results in the resources line increasing from £339.034m to £342.110m.
- 2.14 There are further net additional pressures of **£1.360m** which result in an overall pressure of **£11.900m**.
- 2.15 The summary position relating to the Housing Revenue Account is set out in Sections 4.6 to 4.8 and the detail is set out in Section 6 of this report. The summary position relating to the DSG is set out in Sections 4.9 to 4.10 and the detail is set out in Section 7 of this report.
- 2.16 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.
- 2.17 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 before these are applied.
- 2.18 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 falling from 4% in January 2024 to 3.4% in February 2024. UK interest rates were left unchanged for the fifth consecutive time at 5.25% following the meeting on 21st March 2024. Interest rates were already at their highest for 15 years. The Bank of England had previously raised rates for the past 14 times in a row.

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**.

3.2 Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 10 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 11 is a forecast overspend of £11.900m (Period 10 - £11.036m) against a budget of £339.034m. 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 | 339,034 | 342,176 | (3,142) | -1% |
| Total Corporate Costs | 23,079 | 14,451 | (8,628) | -37% |
| Children & Education | 70,187 | 85,996 | 15,809 | 20% |
| Adults, Health, Partnerships and Housing | 126,696 | 138,887 | 12,191 | 9% |
| Public Health & Communities | 9,114 | 8,889 | (225) | -3% |
| Place & Economy | 70,458 | 67,910 | (2,548) | -3% |
| Enabling & Support Services | 39,500 | 37,943 | (1,557) | -5% |
| Total Directorate Costs | 315,955 | 339,625 | 23,670 | 7% |
| Total Costs | 339,034 | 354,076 | 15,042 | 4% |
| Net Position | 0 | 11,900 | 11,900 | 4% |

Note – Favourable variances are shown in brackets.

4.2 The forecast position at Period 11 is an overspend of £11.900m (Period 10 - £11.036m). The following table summarises the overspend.

| | Report Ref | Net Budget | P10 Forecast | Movement in Forecast | P11 Forecast | |
|--|------------|----------------|----------------|----------------------|----------------|----------------|
| | | £000 | £000 | £000 | £000 | % |
| Children & Education | | 70,187 | 14,860 | 949 | 15,809 | 22.52 |
| Assistant Director of Education | 5.14 | 5,793 | 908 | 152 | 1,060 | 18.30 |
| Commissioning & Partnerships | 5.16 | 1,114 | 306 | 73 | 379 | 34.02 |
| Northamptonshire Childrens Trust - NNC Only | 5.19 | 63,280 | 13,646 | 724 | 14,370 | 22.71 |
| Adults, Health, Partnerships & Housing | | 126,696 | 12,266 | (75) | 12,191 | 9.62 |
| Adult Services | 5.33 | 100,065 | 12,585 | 0 | 12,585 | 12.58 |
| Safeguarding and Wellbeing | 5.36 | 10,095 | 178 | 0 | 178 | 1.76 |
| Commissioning & Performance | 5.38 | 13,785 | (983) | 0 | (983) | (7.13) |
| Strategic Housing, Development and Property Services | 5.40 | 2,751 | 486 | (75) | 411 | 14.94 |
| Public Health & Communities | | 9,114 | (225) | 0 | (225) | (2.47) |
| Public Health | 5.43 | 0 | 0 | 0 | 0 | 0.00 |
| Communities & Leisure | 5.46 | 9,114 | (225) | 0 | (225) | (2.47) |
| Place & Economy | | 70,458 | (2,202) | (346) | (2,548) | (3.62) |
| Assets & Environment | 5.49 | 4,130 | (1,584) | (395) | (1,979) | (47.92) |
| Growth and Regeneration | 5.51 | 4,601 | (1) | 49 | 48 | 1.04 |
| Highways & Waste | 5.53 | 57,881 | (533) | (42) | (575) | (0.99) |
| Regulatory Services | 5.55 | 3,163 | (182) | 42 | (140) | (4.43) |
| Directorate Management | 5.57 | 683 | 98 | 0 | 98 | 14.35 |
| Enabling & Support Services | | 39,500 | (1,893) | 336 | (1,557) | (3.94) |
| Finance & Performance | 5.58 | 16,130 | (1,385) | 322 | (1,063) | (6.59) |
| Chief Executive's Office | 5.60 | 1,357 | (470) | 1 | (469) | (34.56) |
| Chief Information Officer | 5.62 | 10,470 | 311 | 16 | 327 | 3.12 |
| Human Resources | 5.64 | 3,931 | (230) | (109) | (339) | (8.62) |
| Legal & Democratic Services | 5.66 | 5,306 | (92) | 160 | 68 | 1.28 |
| Customer Services | 5.68 | 2,306 | (27) | (54) | (81) | (3.51) |
| Available Resources | 4.5 | 0 | (3,142) | 0 | (3,142) | 0.00 |
| Corporate Costs | 5.2 | 23,079 | (8,628) | 0 | (8,628) | (37.38) |
| Total | | 339,034 | 11,036 | 864 | 11,900 | 3.51 |

Note – Favourable variances are shown in brackets.

- 4.3 The net budget was 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.

- 4.4 The net budget was increased in Period 6 by £1.962m from £337.032m to £339.034m. This reflects the use of the Transformation Reserve to fund the Education Case Management System (£1,362m) and the Development and Regulatory Case Management System (£600k).
- 4.5 It is estimated that Business Rates income for 2023/24 is £3.142m above the original budget, £2.666m was reflected in the Period 7 monitoring. In the Final Finance Settlement announcements, the Government confirmed that it would be redistributing £100m from the levy account surplus for the Business Rates Retention System in 2023/24. This is as a result, of the levy payments made by authorities being greater than the safety net payments being made by the Government to authorities which has generated a surplus. North Northamptonshire Council will receive a payment of £476k, together with the increase in Business Rates income, this has resulted in the resources line increasing from £339.034m to £342.110m.

Housing Revenue Account

- 4.6 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.
- 4.7 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.
- 4.8 The Council's overall outturn forecast for the Housing Revenue Account as at Period 11, is a forecast underspend of £41k (Period 10 - £128k overspend) against the approved budget of £38.752m. This is summarised in the table below and further details are set out in Section 6.

| Housing Revenue Account Forecast Outturn 2023/24 | | | | |
|--|---------------|-----------------|----------|-----------------------------------|
| Directorate | Budget | | | P11 Forecast Variance at 31/03/24 |
| | Expenditure | Income | Net | |
| | £'000 | £'000 | £'000 | £'000 |
| Corby Neighbourhood Account | 21,481 | (21,481) | 0 | (291) |
| Kettering Neighbourhood Account | 17,271 | (17,271) | 0 | 250 |
| Net Position 2023/24 (under)/over | 38,752 | (38,752) | 0 | (41) |

Dedicated Schools Grant

- 4.9 The Dedicated Schools Grant (DSG) is a ringfenced grant allocated to Local Authorities by the government to support a range of education related services.
- 4.10 The Council's overall outturn forecast for the DSG as at Period 11, is a forecast pressure of £9.509m (Period 10 - £9.115m) the Net Spend is forecast to be £129.343m less £720k from reserves resulting in spend of £128.623m against the approved budget of £119.114m. 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 £'000 | July DSG Allocation Adjustment £'000 | Nov DSG Allocation Adjustment £'000 | Revised Budget £'000 | Recoupment £'000 | Net Budget £'000 | Forecast Net Spend £'000 | Variance £'000 |
|-----------------------|-----------------------|---|--|-------------------------|---------------------|---------------------|-----------------------------|-------------------|
| Schools Block | 270,284 | 0 | 0 | 270,284 | 224,383 | 45,901 | 45,901 | 0 |
| Central Schools Block | 3,287 | 0 | 0 | 3,287 | 0 | 3,287 | 3,666 | 379 |
| High Needs Block | 57,851 | 74 | (6) | 57,919 | 11,152 | 46,767 | 55,897 | 9,130 |
| Early Year Block | 23,541 | (382) | 0 | 23,159 | 0 | 23,159 | 23,159 | 0 |
| Total | 354,963 | (308) | (6) | 354,649 | 235,535 | 119,114 | 128,623 | 9,509 |

National Context

- 4.11 The national, and indeed the global, economy has seen significant inflationary pressures over the past few years, with energy prices pushed to record levels, which in turn has contributed to higher levels of inflation, however over recent months inflationary pressures have been lower, and the latest predictions are that inflation could drop to its 2 per cent target in the second quarter this year.
- 4.12 The Bank of England kept the Base Rate unchanged at 5.25% on 21st March 2024. There had previously been fourteen consecutive increases since December 2021 and the rate is at its highest level for 16 years (February 2008 – 5.25%).
- 4.13 The 12-month CPI figure for February is 3.4% (January 4.0%) and the 12-month RPI figure for February 2024 is 4.5% (January 4.9%).
- 4.14 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.
- 4.15 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 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.

- 4.16 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.
- 4.17 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.

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 February 2024 94.70% of Council Tax had been collected (February 2023 – 95.37%). Business Rates collection was 92.04% at the end of February 2024 (February 2023 – 93.83%).

Corporate Resources

- 5.2 The total net budget for Corporate Resources is £23.079m. The composition of the budget together with the forecast variances are shown in the following Table.

| Description | Net Budget | P11 Forecast Variance | |
|---------------------------------|---------------|-----------------------|----------------|
| | | £'000 | % |
| | £'000 | £'000 | % |
| Corporate Contingency | 1,524 | 0 | 0.00 |
| Minimum Revenue Provision (MRP) | 7,970 | 0 | 0.00 |
| Pay Contingency | 1,406 | (1,406) | (100.00) |
| Pay and Grading Review | 2,479 | (2,066) | (83.34) |
| Treasury | 8,830 | (5,156) | (58.39) |
| Bad Debts Provision | 870 | 0 | 0.00 |
| | | | |
| Total | 23,079 | (8,628) | (37.38) |

- 5.3 The Council's Corporate Contingency Budget for 2023/24 was £3.746m, which represents around 1% of the net budget. The contingency budget is held to meet unknown or unplanned / unbudgeted costs. The recent pay award has resulted in a pressure of £2.222m this has been funded from the Contingency Budget leaving a balance of £1.524m. At this stage the Contingency Budget is currently assumed to be used in full during the year and this will include inflationary and demand pressures.
- 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 had set aside £5.708m in 2023-24 as a Pay Contingency to allow for annual increments and potential pay changes of 4%, as detailed at Section 5.3 the additional pressure from the pay award of £2.222m was funded through the Corporate Contingency Budget. This budget was allocated to services in Period 8 to meet the increase costs. The annual increments have been charged across the authority and the cost of this has been absorbed through existing budgets, resulting in a saving within the overall Pay Contingency of £1.406m.
- 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 new pay and grading structure was implemented from 1st February, the budget reflected the cost for a full year and savings of £2.066m were reflected in the Period 8 monitoring which is equivalent to the costs over a 10-month period.
- 5.7 The net Treasury Management Budget for 2023/24 is £8.830m. The composition of the budget and the forecast outturn is as follows:

| Description | Net Budget | P11 Forecast Variance |
|---------------------------------|--------------|-----------------------------|
| £'000 | £'000 | £'000 |
| Investment Income | (3,173) | (5,810) |
| Borrowing Costs | 11,273 | 0 |
| Other Treasury Management costs | 730 | 654 |
| Total | 8,830 | (5,156) |

- 5.8 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 £175.6m at a weighted average rate of 5.04% 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.
- 5.9 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.
- 5.10 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.

5.11 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 and is forecast to be delivered on budget.

Directorate Budgets

5.12 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

5.13 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

5.14 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 10 - £908k).

| | |
|--|--------------|
| Assistant Director of Education | £'000 |
| Expenditure | 10,156 |
| Income | (4,363) |
| Net Budget | 5,793 |
| Forecast | 6,853 |
| Variance | 1,060 |

5.15 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 | 8,569 | 1,604 | 18.72 |
| 2 | Supplies and Services | 1,259 | (227) | (18.03) |
| 3 | Income | (4,363) | (383) | 8.78 |
| 4 | Other budgets | 328 | 66 | 20.12 |
| | | | | |
| | Total | 5,793 | 1,060 | 18.30 |

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 started to gradually phase out the existing agency staff from July 2023. The service is making effort to fill all the vacant posts before the financial year-end. Also, the initiative to upskill the existing staff remains the service's priority in ensuring 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 (£176k), Governance (£177k), Specialist Support (£319k), and other service areas (£9k), the salary budget forecast pressure in EHC (£1.811m) and Strategic Planning (£474k) has resulted in a net pressure of £1.604m.

- 2) The forecast underspend for supplies and services of £227k relates to the reduced forecast spend on professional fees and hired services (£113k) and external legal fees (£53k) in Strategic Planning and Education Health Care service areas, respectively. In addition, there are other net minor savings of £61k. The Strategic Planning is one of the service areas contributing to the significant forecast overspend of £1.604m on salaries. As such, the forecast underspend of £113k will be used to partly mitigate the service's salary budget pressure.
- 3) Income has a forecast net benefit of £383k of which £338k relates to Teachers' Pension. The budget was set at £468k, while the forecast DSG contribution is £806k. Also, the School Improvement Monitoring and Brokering grant has now ceased, leaving the service with a pressure of £227k. Additionally, the EHC team is benefiting from the use of the residual Contain Outbreak Management Fund (COMF) of £220k. The funding will partly mitigate the staffing pressure associated with support to the most vulnerable Children and Young People. There are other net minor savings of £52k across the services.
- 4) In respect of the other budget areas, there is a pressure of £66k. 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 £45k. There are other net pressures of £21k, of which £83k relates 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

5.16 The **Assistant Director of Commissioning and Partnerships** leads the commissioning functions for Children's Services across North Northamptonshire and the 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 Childcare

- 5.17 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 10 - £306k)

| Assistant Director of Commissioning and Partnerships | £'000 |
|---|--------------|
| Expenditure | 1,259 |
| Income | (145) |
| Net Budget | 1,114 |
| Forecast | 1,521 |
| Variance | 379 |

- 5.18 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 | £'000 | |
| 1 | Employees | 1,222 | 354 | 28.97 |
| 3 | Income | (145) | (3) | 2.07 |
| 4 | Other budgets | 37 | 28 | 75.68 |
| | | | | |
| | Total | 1,114 | 379 | 34.02 |

- 1) The Commissioning and Partnerships is forecasting a net pressure of £354k 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 income of £148k, resulting in a favourable variance of £3k. The income predominantly relates to DSG funding allocation and partner contributions to Information Advice and Support Service (IASS) and Northamptonshire Safeguarding Children Partnership (NSCP) services.
- 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. There are minor savings of £2k.

Northamptonshire Children's Trust

- 5.19 The forecast outturn position for the **Northamptonshire Children's Trust** is set out in the following Table (Period 10 - £13.646m).

| Northamptonshire Children's Trust | £'000 |
|--|---------------|
| Expenditure | 67,645 |
| Income | (4,365) |
| Net Budget | 63,280 |
| Forecast | 77,650 |
| Variance | 14,370 |

5.20 The forecast variance relating to the **Northamptonshire 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 | % |
| | | | | |
| | | | | |
| 1 | Third Party Payments | 67,645 | 14,370 | 21.24 |
| 2 | Income | (4,365) | 0 | 0.00 |
| | | | | |
| | Total | 63,280 | 14,370 | 22.71 |

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 Children's Trust is £150.938m. The Council's 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 Children's Trust are forecasting an overspend of £32.540m – this is an increase of £1.638m to that previously reported to the Executive where the forecast pressure was £30.902m. The cost to the Council based on an overspend of £30.902m is £14.370m. If these pressures are not mitigated this will pose a significant financial risk to the Council. The following table summarises the contract sum and the forecast variances (excluding the risk on savings).

| Description | Contract Sum | Forecast Variance Period 10 | Movement | Forecast Variance Period 11 | |
|----------------------------|----------------|-----------------------------|--------------|-----------------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | % |
| Staffing | 49,732 | 3,650 | 434 | 4,084 | 8.21 |
| Other non staffing costs | 358 | 0 | 0 | 0 | 0.00 |
| Placements | 66,286 | 24,005 | 220 | 24,225 | 36.55 |
| Contracts | 5,001 | 0 | 0 | 0 | 0.00 |
| Children's Homes | 3,767 | 214 | 77 | 291 | 7.72 |
| Legal | 4,788 | 511 | (1) | 510 | 10.65 |
| Adoption | 7,776 | (43) | 0 | (43) | (0.55) |
| Transport | 2,870 | 802 | 0 | 802 | 27.94 |
| Other care | 5,889 | 91 | 0 | 91 | 1.55 |
| NCT Central - Other budget | (762) | (275) | 0 | (275) | 36.09 |
| Support Services / SLA | 5,233 | 0 | 0 | 0 | 0.00 |
| Other Costs | 0 | 1,947 | 908 | 2,855 | 100.00 |
| Total | 150,938 | 30,902 | 1,638 | 32,540 | 21.56 |

5.24 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £24.225m and is an adverse movement of £220k to the pressure of £24.005m reported in Period 10. 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 10 | Movement | Forecast Variance Period 11 | |
|-------------------------|---------------|-----------------------------|------------|-----------------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | % |
| In House Fostering | 8,532 | (137) | 211 | 74 | 0.87 |
| Agecny Fostering | 16,895 | 2,189 | 60 | 2,249 | 13.31 |
| Independent Residential | 31,087 | 9,329 | (23) | 9,306 | 29.94 |
| Supported Accommodation | 3,400 | 12,177 | 231 | 12,408 | 364.94 |
| 18+ Agency Placements | 4,400 | 170 | (62) | 108 | 2.45 |
| Welfare Secure | 339 | (211) | 0 | (211) | (62.24) |
| Parent & Baby | 910 | 1,222 | 102 | 1,324 | 145.49 |
| UASC | 6,918 | 4 | 349 | 353 | 5.10 |
| Remand Secure | 300 | 65 | 83 | 148 | 49.33 |
| Income | (6,495) | (803) | (731) | (1,534) | 23.62 |
| Total | 66,286 | 24,005 | 220 | 24,225 | 36.55 |

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 has been accepted by the Unions and this is reflected in the outturn. The forecast outturn also reflects a pressure of £1.087m for managed teams. A change control request to increase the contract sum by £2.094m has been made. In addition, there are further net staff related pressures of £1.990m.

- 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 10.
- 5.27 The forecast overspend on Transport is £802k, the main pressures relate to Commissioned Transport (£618k) and out of County Placements (£108k). There is pressure of £49k relating to the use of Public Transport and other pressures amount to £27k. There are further net pressures which amount to £2.918m.
- 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 – 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 (excluding 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 10 £12.585m overspend).

In September 2023, increased spend controls were introduced within adult social care aiming to mitigate against the increased demand. The Period 11 forecasts are broadly in line with the assumptions made in period 11.

- 3) The transfer payments relate to direct payments these costs are currently forecast to be delivered on budget.
- 4) The main areas of income include client contributions to care costs. This is forecast that an additional £550k is received.
- 5) The main area of spend shown as Other include other support costs this is forecasted to be delivered on budget.

5.35 Due to the volatile nature of the Adults Social Care budget, there may be further emerging risks 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 caselaw 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 10 – overspend £178k).

| Assistant Director of Safeguarding and Wellbeing | £'000 |
|---|---------------|
| Expenditure | 11,089 |
| Income | (994) |
| Net Budget | 10,095 |
| Forecast | 10,273 |
| Variance | 178 |

5.37 The forecast outturn relating to the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table and explanations for the variances are provided below the Table.

| Ref | Description | Budget | Forecast Variance | |
|-----|-----------------------|---------------|-------------------|-------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 9,894 | 178 | 1.80 |
| 2 | Premises | 382 | 0 | 0.00 |
| 3 | Transport | 324 | 0 | 0.00 |
| 4 | Supplies and Services | 489 | 0 | 0.00 |
| 5 | Income | (994) | 0 | 0.00 |
| | | | | |
| | Total | 10,095 | 178 | 1.76 |

- 1) The employee related costs are currently forecast to be overspent by £178k this is as a result of agency staff owing to the number of vacancies.
- 2) The premises costs include costs associated with the running of the internal provider services. These are forecast to be delivered on budget.
- 3) The transport costs include £203k for leased cars and other travel costs associated with running the internal care provision. These are forecast to be delivered on budget.
- 4) The supplies and services include £150k of professional fees for the DOLS service and £155k for non-staffing expenses across the internal care provision. These are forecast to be delivered on budget.
- 5) The main income sources are from client contributions towards their care. These are forecast to be delivered on budget.

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 10-£983k underspend).

| Assistant Director of Commissioning and Performance | £'000 |
|--|---------------|
| Expenditure | 24,351 |
| Income | (10,566) |
| Net Budget | 13,785 |
| Forecast | 12,802 |
| Variance | (983) |

- 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 | Forecast Variance | |
|-----|----------------------|---------------|-------------------|---------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 4,516 | 65 | 1.44 |
| 2 | Third party Payments | 18,518 | (1,048) | (5.66) |
| 3 | Income | (10,566) | 0 | 0.00 |
| 4 | Other | 1,317 | 0 | 0.00 |
| | | | | |
| | Total | 13,785 | (983) | (7.13) |

- 1) The employee related costs are currently forecast to be an overspend of £65k this is as a result of agency staff owing to the number of vacancies.
- 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. 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. A budget realignment exercise has taken place along with the identification of efficiencies which has resulted in mitigations of £2.018m.

- 3) The main income sources are the Improved Better Care Fund (£6.8m) and Client Contributions from PPP and Block purchased care provision (£1.4m). Other income sources include assistive technology pool contribution, this is forecast to be delivered on budget.
- 4) Other costs amount to £1.317m 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 10 - £486k).

| Assistant Director Strategic Housing, Development and Property Services | £'000 |
|--|--------------|
| Expenditure | 6,507 |
| Income | (3,756) |
| Net Budget | 2,751 |
| Forecast | 3,162 |
| Variance | 411 |

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 6 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.

| Ref | Description | Budget | Forecast Variance | |
|-----|-----------------------|--------------|-------------------|--------------|
| | | £'000 | £'000 | % |
| 1 | Employees | 2,319 | 125 | 5.39 |
| 2 | Premises | 203 | 0 | 0.00 |
| 3 | Supplies and Services | 3,451 | 286 | 8.29 |
| 4 | Third Party Payments | 501 | 0 | 0.00 |
| 5 | Other | 33 | 0 | 0.00 |
| 6 | Income | (3,756) | 0 | 0.00 |
| | Total | 2,751 | 411 | 14.94 |

- 1) The employee related costs are currently forecasting an overspend of £125k in relation to the homelessness service, this is as a result of additional agency costs.
- 2) The main area of spend in relation to premises include cost associated with temporary accommodation £203k. This is forecast to be delivered on budget.
- 3) The main areas of spend relate to temporary accommodation within the homelessness service. This is forecast to be overspent by £286k this is due an increase in demand for the homelessness service.
- 4) The third-party payments include payments to private and independent contractors This is forecast to be delivered on budget.
- 5) Other costs include other minor costs. This is forecast to be delivered on budget.
- 6) Income is mainly made up of grants this includes the Homelessness Prevention grant (£1.019m), the Rough Sleepers Initiative (£926k) and other homelessness grants (£565k). In addition, there is income from property rents of £1.076m. The income is forecast to be delivered on budget.

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.

| Director of Public Health and Wellbeing | £'000 |
|--|--------------|
| Expenditure | 26,312 |
| Income | (26,312) |
| Net Budget | (0) |
| Forecast | (0) |
| Variance | 0 |

- 5.45 The forecast outturn relating to the **Director of Public Health and Wellbeing** is set out in following Table.

| Description | Budget | Forecast Variance | |
|----------------------|---------------|--------------------------|-------------|
| | | £'000 | % |
| | £'000 | £'000 | |
| Employees | 4,891 | 0 | 0.00 |
| Supplies & Services | 6,808 | 0 | 0.00 |
| Support Costs | 1,240 | 0 | 0.00 |
| Third Party Payments | 7,620 | 0 | 0.00 |
| Transfer Payments | 5,635 | 0 | 0.00 |
| Income | (26,312) | 0 | 0.00 |
| Other | 118 | 0 | 0.00 |
| | | | |
| Total | 0 | 0 | 0.00 |

Assistant Director Communities and Leisure

- 5.46 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 10 - £225k)

| Assistant Director Communities and Leisure | £'000 |
|---|--------------|
| Expenditure | 18,043 |

| | |
|---|--------------|
| Assistant Director Communities and Leisure | £'000 |
| Income | (8,929) |
| Net Budget | 9,114 |
| Forecast | 8,889 |
| Variance | (225) |

5.47 The forecast outturn relating to the **Assistant Director of Communities and Leisure** is set out in following table and explanations for the variances are provided in the paragraphs that follow.

| Ref | Description | Budget | Forecast Variance | |
|-----|----------------------|--------------|-------------------|-------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 7,749 | 0 | 0.00 |
| 2 | Premises | 3,034 | 0 | 0.00 |
| 3 | Supplies & Services | 4,118 | 175 | 4.25 |
| 4 | Third Party Payments | 3,699 | 0 | 0.00 |
| 5 | Income | (8,929) | (400) | 4.48 |
| 6 | Other | (557) | 0 | 0.00 |
| | | | | |
| | Total | 9,114 | (225) | 0.00 |

- 1) The employee related costs are currently forecast to be delivered on budget.
- 2) The premises related costs are currently forecast to be delivered on budget.
- 3) The supplies and services costs are currently forecasting a pressure of £175k this is due to contractual increases. The service is continuing to look at how these costs can be mitigated.
- 4) The third-party payments are mainly made up of £2.893m for payments for the Ukraine resettlement programme these are currently forecast to be delivered on budget.
- 5) The main areas of income include £5.041m of grant income and £2.66m relating to fees and charges. The income is forecast to be £400k greater than budget and is a result of changes in VAT.
- 6) Other costs are forecast to be delivered on budget.

Place and Economy Directorate

5.48 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

5.49 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 10 - £1.584m).

| Assistant Director Assets and Environment | £'000 |
|--|----------------|
| Expenditure | 25,243 |
| Income | (21,113) |
| Net Budget | 4,130 |
| Forecast | 2,151 |
| Variance | (1,979) |

5.50 The forecast variance relating to the **Assistant Director Assets and Environment** 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 | 10,239 | (1,012) | (9.88) |
| 2 | Premises | 9,337 | 396 | 4.24 |
| 3 | Transport | 4,591 | (186) | (4.05) |
| 4 | Supplies and Services | 1,561 | 9 | 0.58 |
| 5 | Third Party Payments | 1,024 | 41 | 4.01 |
| 6 | Income | (21,113) | (717) | 3.40 |
| 7 | Other | (1,509) | (510) | 33.80 |
| | Total | 4,130 | (1,979) | (47.92) |

- 1) The underspend of £1.012m (9.88%) 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 and into 2024/25.
- 2) The main areas of spend within Premises are Business Rates £1.552m, Utilities £3.475m, Building Repairs and Maintenance £1.719m, Rents and Service Charges £856k, Building cleaning £538k and other premises costs of £1.152m.

There is a pressure of £396k relating to outstanding liabilities for Business Rates £82k, Security £84k, cleaning costs £42k, Water charges £17k. There

is an additional pressure within Repairs and Maintenance of £245k due to works being completed to ensure Health and Safety compliance. Further minor net pressures amount to £40k. This is offset by a saving of £27k on utility costs across the service and within Grounds Maintenance £87k.

- 3) The main areas of spend within Transport relates to Vehicle leasing £3.047m, Fuel £1.245m and other transport costs £299k.

There is an overall saving of £186k relating to £260k Fuel based on the current cost of fuel being lower than anticipated and reflects the reduction in the cost of fuel. This is offset by £54k pressure on Vehicle running costs and £20k other transport costs.

- 4) There is an overall net pressure of £9k on Supplies and Services.
- 5) There is an overall pressure of £41k within Third Party Payments which relates to a Private Contractor for Ash dieback trees works.
- 6) The main income sources are Rent and Leases (£16.453m), Parking Income (£2.192m) and various other forms of income amounting to £2.468m.

There is additional income of £687k from Commercial Properties of which £337k relates to back rent and rent reviews.

There is a pressure of £86k 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 £116K grant funding received for tree maintenance within Environment Services.

- 7) There is a saving of £510k which £456k relates to technical adjustments for Capital Financing. There are also minor savings of £54k.

Assistant Director Growth and Regeneration

- 5.51 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 applications for the Planning service, including major development fees, availability of Planning resources e.g., planning professionals 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 10 - £1k).

| Assistant Director Growth and Regeneration | £'000 |
|---|--------------|
| Expenditure | 10,102 |
| Income | (5,501) |
| Net Budget | 4,601 |
| Forecast | 4,649 |
| Variance | 48 |

5.52 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 | % |
| 1 | Employees | 6,334 | 318 | 5.02 |
| 2 | Supplies and Services | 3,663 | 69 | 1.88 |
| 3 | Income | (5,501) | (337) | 6.13 |
| 4 | Other | 105 | (2) | (1.90) |
| | Total | 4,601 | 48 | 1.04 |

- 1) There is a pressure of £318k 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 Service. Work is underway to recruit to these posts following the restructure in 2023/24.
- 2) There is an overall pressure of £69k on Supplies and Services due to professional fees and subscriptions within Planning Management and Enforcement.
- 3) The main income sources are Planning Income (£2.89m) and other income, mainly external grants, which amounts to (£2.61m).

There is currently additional net income of (£337k). This is mainly planning income based on received and forecasted income for the financial year. This is due to Planning Performance Agreements that have been negotiated with several developers on major schemes.

The Department for Levelling Up, Housing and Communities responded to its consultation on increasing planning fees and performance which will result in an increase to Fees and Charges relating to Planning applications. The new fees have come into force from 6th December 2023. It should be noted that the forecast for the remaining year is influenced by the result of the current economy, with both inflationary cost increases and an increased cost of borrowing detrimentally affecting investment in development.

- 4) Other minor savings amount to £2k.

Assistant Director Highways and Waste

5.53 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 10 - £533k).

| | |
|--|---------------|
| Assistant Director Highways and Waste | £'000 |
| Expenditure | 71,749 |
| Income | (13,868) |
| Net Budget | 57,881 |
| Forecast | 57,306 |
| Variance | (575) |

5.54 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 | 10,375 | 854 | 8.23 |
| 2 | Supplies and Services | 9,795 | 160 | 1.63 |
| 3 | Transport | 19,341 | (569) | (2.94) |
| 4 | Third Party Payments | 33,068 | 128 | 0.39 |
| 5 | Income | (13,868) | (1,191) | 8.59 |
| 6 | Other | (830) | 43 | (5.18) |
| | Total | 57,881 | (575) | (0.99) |

- 1) There is a pressure on Employees of £1.011m mainly relating to overtime and agency costs within Refuse and Recycling, work is ongoing to mitigate these pressures as part of a restructure. This is offset by a saving of £157k across the service due to vacant posts.
- 2) There is a pressure of £160k within Supplies and Services. This consists of a pressure of £65k relating to the Garden waste service (additional developer costs for ongoing direct debit solution), £27k additional Highways maintenance and transport related work & £68k Waste pressure.
- 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. The forecast underspend is £388k (13% of £2.868m Concessions budget).

The DfT are rebasing the reimbursement methodology for 2024/25 and announcements around this will be made later this year.

New bus service contracts to replace withdrawn commercial services and expansion of rural provision will now be introduced from April 2024, so limiting the costs incurred in 23/24. This, together with the high-level of Government grants which have been received has resulted in a £170k saving on the bus subsidy budget.

There are £11k other minor savings.

- 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 (£1.757m).

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 pressure of £128k within Third Party Services of which £254k relates to potholes and resurfacing works and a pressure of £121k relating to the maintenance of grass verges. 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 saving of £241k relating to the Waste disposal due to lower than anticipated tonnage levels and treatment costs. Other minor savings amount to £6k.

- 5) There is a favourable variance of £654k 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 £478k (156% of £307k Highways income budget) for Highways regulations and investigation searches arising because of higher-than-expected residential developments coming forward, house sales and utility works. Other minor savings amount to £59k.

- 6) Other minor pressures amount to £43k.

Assistant Director Regulatory Services

- 5.55 The **Assistant Director Regulatory Services** includes Bereavement Services, Building Control and Local Land Charges, Emergency Planning, Environmental Health and Licensing, Trading Standards, Private Sector Housing 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 10 - £182k).

| Assistant Director Regulatory Services | £'000 |
|---|--------------|
| Expenditure | 7,403 |
| Income | (4,240) |
| Net Budget | 3,163 |
| Forecast | 3,023 |
| Variance | (140) |

5.56 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 | % |
| 1 | Employees | 6,095 | (163) | (2.67) |
| 2 | Premises | 589 | (39) | (6.62) |
| 3 | Income | (4,240) | 146 | (3.44) |
| 4 | Other | 719 | (84) | (11.68) |
| | Total | 3,163 | (140) | (4.43) |

1) There is an underspend of £163k within Employees primarily 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 and into 2024/25. An MTFP saving for 2023/24 of £185k for the restructure within Regulatory Services was approved of which £155k has been identified, leaving a pressure of £30k 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 £261k, Business Rates £135k, Utilities £215k and other premises costs of £69k.

There are savings of £39k within premises relating to Electricity and Business Rates.

3) The main income sources are Bereavement Services (£2.226m), Building Control and Local Land Charges Income (£1m), Licensing Income (£683k), other minor income sources which amount to (£340k).

The overall income forecast is a pressure of £146k. The forecast outturn for income from Bereavement Services is (£130k) higher than budget this is reflective of the 2022/23 outturn and activity levels remain similar in 2023/24. This is offset by a pressure on Building Control income where income levels are forecast to be £259k lower than budget with the forecast being based on

2022/23 activity levels due to a combination of unachievable income targets, market share reduction and the economic climate. Other minor pressures amount to £17k.

- 4) The underspend of £84k within Other is due to lower than anticipated spend on Professional Fees and Supplies and Services.

Place and Economy Management

- 5.57 This area includes the management costs for the Place and Economy Directorate and is forecasting a pressure of £98k due to agency costs and advertising (Period 10 - £98k).

| Directorate Management | £'000 |
|-------------------------------|--------------|
| Expenditure | 683 |
| Income | 0 |
| Net Budget | 683 |
| Forecast | 781 |
| Variance | 98 |

Enabling & Support Services

Finance, Performance, Procurement and Revenues and Benefits

- 5.58 The **Finance and Performance Service** is responsible for leading the management, development, performance and continuous improvement of all Finance, Audit and Risk services. The **Procurement Service** leads on all aspects of procurement delivery, category management, commissioning and contract management. The **Revenue and Benefits Service** is responsible for the collection of both Council Tax and Business Rates and in assessing, awarding and payment of benefits. The forecast outturn position for these services is set out in the following table (Period 10 – £1.385m).

| Finance, Performance, Procurement and Revenue and Benefits Service | £'000 |
|---|----------------|
| Expenditure | 85,210 |
| Income | (69,080) |
| Net Budget | 16,130 |
| Forecast | 15,067 |
| Variance | (1,063) |

- 5.59 The forecast variance for the **Finance, Performance, Procurement and Revenues and Benefits Service** is set out below. Explanations for the variances are provided below the table.

| Ref | Description | Budget | Forecast Variance | |
|-----|---------------------|---------------|-------------------|---------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 16,172 | (2,081) | (12.87) |
| 2 | Supplies & Services | 3,915 | 614 | 15.68 |
| 3 | Transfer Payments | 64,711 | 0 | 0.00 |
| 4 | Other | 412 | 103 | 25.00 |
| 5 | Income | (69,080) | 301 | (0.44) |
| | | | | |
| | Total | 16,130 | (1,063) | (6.59) |

- 1) A saving of £2.081m is forecast for Employees (Period 10 - £2.048m). This is partly due to forecast savings as a result of vacancies within the Procurement team (£161k), the Internal Audit team (£327k), Finance Team (£165k) and the Performance team (£200k). In addition, there are further forecast in year savings relating to employer's superannuation payments (£1.250m) and Unfunded Pensions (£65k). These savings are partially offset by a pressure from the use of agency staff within the Revenues & Benefits team (£87k).
- 2) There is a forecast pressure of £614k within Supplies and Services (Period 10 - £697k). This pressure is caused by an increase in Insurance premiums.
- 3) Transfer Payments relate to Housing Benefit payments, which are forecast to be delivered on budget.
- 4) Amounts shown within Other Costs are largely payments to the Lead Authority Board for shared services provided to the Council (£619k), where there is a forecast net pressure of £103k (Period 10 - £5k pressure). The pressures arise in the Account Payable and Receivable functions (£138k) and are offset by minor items (£35k).
- 5) The main areas of Income are Housing Benefit Subsidy and income received from government to cover the costs of collecting NNDR & Council Tax. There is a forecast net pressure of £301k (Period 10 - £39k Saving), arising from pressures on legacy income targets totalling £425k and other minor in-year pressures totalling £70k. This pressure is partially offset by £194k grant funding received by the Revenues & Benefits service to offset the costs of additional work undertaken during the cost-of-living crisis.

Chief Executive's Office

- 5.60 The functions managed through the **Chief Executive's Office** include the Chief Executive, the Assistant Chief Executive, Executive Support, Communications, Consultation, Engagement and Corporate Equalities, Print Room and the Web Team. The service supports teams across the authority, providing leadership and strategic direction to secure a cohesive and coordinated approach to the delivery of improved organisation-wide service provision, resource allocation and prioritisation. The forecast outturn position for the **Chief Executive's Office** is set out in the following table (Period 10 - £470k).

| Chief Executive's Office | £'000 |
|---------------------------------|--------------|
| Expenditure | 1,384 |
| Income | (27) |
| Net Budget | 1,357 |
| Forecast | 888 |
| Variance | (469) |

5.61 The forecast variance for the Chief Executives Office 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 | 1,815 | (520) | (28.65) |
| 2 | Supplies & Services | 432 | 41 | 9.49 |
| 3 | Other | (863) | 0 | 0.00 |
| 4 | Income | (27) | 10 | (37.04) |
| | | | | |
| | Total | 1,357 | (469) | (34.56) |

- 1) There are anticipated savings within the Executive Support, Communications and Printing services of £520k (Period 10 - £533k). This is due to staff vacancies within the team's new structure, which are actively being recruited (£734k), partially offset by the use of agency staff (£214k).
- 2) Although the main areas of spend within Supplies and Services are printing and postage costs for the corporate print and post rooms, the forecast pressure of £41k is due to inflationary increases in corporate subscriptions of £37k (Period 10 - £37k) and other minor pressures £4k (Period 10 - £16k).
- 3) 'Other' spend includes HRA recharges, which are forecast to be delivered on budget.
- 4) The income budget relates to printing on behalf of third-party organisations. There is an anticipated pressure of £10k (Period 10 - £10k) as demand for these services has fallen.

Chief Information Officer

5.62 The **Chief Information Officer** is responsible for the delivery of efficient and effective management of all aspects of IT operations, Digital, IT programmes of work, IT commercial contracts and supplier relationships, IT Service delivery teams and for transforming the IT and Digital Services team. This includes managing IT services provided by West Northamptonshire Council. The forecast outturn position for the **Chief Information Officer** is set out in the following Table (Period 10 - £311k).

| | |
|----------------------------------|---------------|
| Chief Information Officer | £'000 |
| Expenditure | 10,472 |
| Income | (2) |
| Net Budget | 10,470 |
| Forecast | 10,797 |
| Variance | 327 |

5.63 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 £'000 | Forecast Variance | |
|-----|----------------------|-----------------|-------------------|-------------|
| | | | £'000 | % |
| 1 | Employees | 2,358 | 95 | 4.03 |
| 2 | Supplies & Services | 5,110 | (152) | (2.97) |
| 3 | Third Party Payments | 3,609 | 384 | 10.64 |
| 4 | Other | (607) | 0 | 0.00 |
| | | | | |
| | Total | 10,470 | 327 | 3.12 |

- 1) Employee costs are forecast as a pressure of £95k (Period 10 - £71k). This is partly due to a pressure of £91k arising from developer staff costs that were previously capitalised. These costs can no longer be treated as capital where the systems are Cloud based, as this is a revenue cost. A further £296k pressure arises from agency costs and both are partially offset by forecast savings from vacant posts of £292k.
- 2) A saving of £152k is forecast in Supplies and Services (Period 10 - £144k), where the main areas of spend are software license costs, data line rental and telephone costs. There are savings on software licences (£94k), Data Line rentals (£53k) and other minor items (£55k). These are offset by a pressure on Mobile phones of £50k, caused by delays in moving over to more favourable contracts as part of the mobile phones project. The forecast savings on this project are expected to be delivered from 24/25 onwards.
- 3) Third Party Payments relate to the shared IT service with WNC. The pressure reflects estimated inflationary increases within this arrangement, which amount to £384k (Period 10 - £384k). Detailed work is ongoing to identify and validate other pressures within the WNC IT Shared Service.
- 4) 'Other' relates to internal income recharges. These are forecast to be delivered on budget.

Customer and Governance

Assistant Director of Human Resources

5.64 The **Assistant Director of Human Resources** is responsible for the leadership, development and implementation of relevant strategies for the area and council, enabling the delivery of 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 10 - £230k).

| Assistant Director of Human Resources | £'000 |
|--|--------------|
| Expenditure | 5,468 |
| Income | (1,537) |
| Net Budget | 3,931 |
| Forecast | 3,592 |
| Variance | (339) |

5.65 The forecast outturn relating to the **Assistant Director of Human Resources** is set out in following Table:

| Ref | Description | Budget | Forecast Variance | |
|-----|----------------------|--------------|-------------------|---------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 5,204 | (157) | (3.02) |
| 2 | Supplies & Services | 500 | (235) | (47.00) |
| 3 | Third Party Payments | 418 | 0 | 0.00 |
| 4 | Other | (654) | (23) | 3.52 |
| 5 | Income | (1,537) | 76 | (4.94) |
| | | | | |
| | Total | 3,931 | (339) | (8.62) |

- 1) Employees budgets have forecast savings of £157k (Period 10 - £99k), which relate to transitional vacancies carried in year.
- 2) Net forecast savings in Supplies and Services of £235k (Period 10 - £192k) arise from underspends against occupational health budgets (£74k), other professional services budgets (£112k), and other minor savings (£49k).
- 3) The main area of spend in Third Party payments is the recharge from WNC for the shared Payroll function and this is forecast to be delivered on budget.
- 4) 'Other' relates to support service recharges. There are minor forecast savings totalling £23k.
- 5) Income is mainly generated through Inter Authority Agreements (IAA) with WNC and NCT. A net pressure of £76k is forecast (Period 10 - £68k), arising from a pressure of £90k relating to apprenticeship delivery that is partially offset by minor savings of £14k.

Assistant Director of Legal and Democratic Services

5.66 The **Assistant Director of Legal and Democratic Services** is responsible for developing and delivering a strong governance and ethical framework 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 10 – £92k).

| | |
|-----------------------|--------------|
| Legal Services | £'000 |
| Expenditure | 6,202 |
| Income | (896) |
| Net Budget | 5,306 |
| Forecast | 5,374 |
| Variance | 68 |

5.67 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 £'000 | Forecast Variance | |
|-----|----------------------|-----------------|-------------------|-------------|
| | | | £'000 | % |
| 1 | Employees | 3,779 | 240 | 6.35 |
| 2 | Supplies & Services | 2,152 | (112) | (5.20) |
| 3 | Third Party Payments | 762 | 100 | 13.12 |
| 4 | Other | (491) | (27) | 5.50 |
| 5 | Income | (896) | (133) | 14.84 |
| | | | | |
| | Total | 5,306 | 68 | 1.28 |

- 1) The forecast pressure on the Employees budget of £240k (Period 10 - £187k) is due to the use of agency staff £1.621m (Period 10 - £1.605m), offset by savings on vacancies £1.381m (Period 10 - £1.418m). The majority of the use of agency staff is in Legal Services.
- 2) The main areas of expenditure within Supplies and Services are members allowances, ward initiative funds and external legal fees. Forecast savings of £87k (Period 10 - £174k) largely arise from savings on professional services budgets (£62k), with the balance arising within other minor items (£25k).
- 3) The main area of spend within Third Party Payments is the shared Coroner's service with WNC, where the latest forecast received increases the forecast pressure to £100k (Period 10 - £18k). This follows a review of the previously received forecast which had omitted some shared ancillary costs within the Coroner's function.
- 4) 'Other' relates mainly to support service recharges, members travel expenses and staff mileage. There is a forecast saving of £27k (Period 10 - £27k). This forecast saving relates to a series of minor items.
- 5) The main areas of income are Legal fees (£200k) and Registration Services fees (£630k). There are also other minor income sources within the service (£46k). The service is forecasting additional income of £70k within

Registration Services, due to an increase in the range of services provided. There is additional income of £63k related to the provision of legal services.

Assistant Director of Customer Services

- 5.68 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 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 10 – £27k).

| Assistant Director Customer Services | £'000 |
|---|--------------|
| Expenditure | 2,414 |
| Income | (108) |
| Net Budget | 2,306 |
| Forecast | 2,227 |
| Variance | (81) |

- 5.69 The forecast outturn relating to the **Assistant Director of Customer Services** is set out in the following table.

| Ref | Description | Budget | Forecast Variance | |
|-----|---------------------|--------------|-------------------|---------------|
| | | | £'000 | % |
| | | £'000 | £'000 | |
| 1 | Employees | 3,125 | (42) | (1.34) |
| 2 | Supplies & Services | 157 | (36) | (22.93) |
| 3 | Other | (868) | 0 | 0.00 |
| 4 | Income | (108) | (3) | 2.78 |
| | Total | 2,306 | (81) | (3.51) |

- 1) There is a forecast net saving on Employees of £42k (Period 10 – £21k). This is due to savings from vacant posts within the Customer Service team of £291k (Period 10 - £228k), offset by one-off costs of £249k following the restructure of the service.
- 2) Although the main area of spend within Supplies and Services relates to the issuing of Blue badges (£70k), the saving of £36k (Period 10 - £45k) arises from a series of minor budgets.
- 3) Other budgets are internal recharges and are forecast to be delivered on budget.
- 4) The income budget relates to the issuing of blue badges (£80k) and rent from the NHS Phlebotomy unit in the Kettering Offices (£28k). There are minor favourable variances of £3k.

6 Housing Revenue Account

- 6.1 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 10 shows an underspend of £291k (Period 10 - £266k underspend). This is summarised in the following Table:

| Corby Neighbourhood Account | | | |
|------------------------------------|---------------------------------------|---------------------------------------|------------------------------|
| | Current Budget 2023/24 | Projection P11 2023/24 | Forecast Variance |
| | £000 | £000 | £000 |
| INCOME | | | |
| Rents - Dwellings Only | 20,692 | 20,709 | (17) |
| Service Charges | 641 | 595 | 46 |
| HRA Investment Income | 148 | 148 | 0 |
| Total Income | 21,481 | 21,452 | 29 |
| EXPENDITURE | | | |
| Repairs and Maintenance | 6,440 | 6,716 | 276 |
| General Management | 5,438 | 4,794 | (644) |
| HRA Self Financing | 2,125 | 2,061 | (64) |
| Revenue Contribution to Capital | 4,875 | 5,061 | 186 |
| Transfer To / (From) Reserves | 807 | 807 | 0 |
| Special Services | 1,014 | 943 | (71) |
| Other | 782 | 779 | (3) |
| Total Expenditure | 21,481 | 21,161 | (320) |
| Net Operating Expenditure | 0 | (291) | (291) |

- 6.3 The forecast position for rental income from dwellings at Period 11 is £17k higher 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 42 which results in a rent gain of £18k 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 £69k 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 £46k this is a result of a £19k increase in the budget not being realised and £27k of optional emergency alarm charges not being taken up in the sheltered schemes.
- 6.5 The forecast position for Period 11 includes a total reduction in expenditure of £320k (Period 10 - £292k). The movements are set out in Sections 6.6 to 6.10.
- 6.6 There are pressures on repairs and maintenance costs of £276k, which relate to the higher cost of general repairs (£339k), overspends on services costs due to disrepair claims (£142k), overspends on voids clearance (£70k) and void

rates on empty properties (£25k), overspends on utilities (£32k) and overspends on salaries (£15k) due to agency costs. These are partly offset by savings on insurance of £30k, increased income from recharged services (£219k) and savings on equipment (£106k). There are other minor adverse variances of £8k.

- 6.7 There are savings of £644k in General Management and £71k in Special Services. This relates to salary savings due to vacant posts (£545k); savings on staff training (£36k), savings on insurance (£144k), savings on services (£85k) and utilities (£2k) due to lower than expected costs. This is partially offset by an overspend on equipment (£42k). There were further minor adverse variances of £55k.
- 6.8 There is a saving of £64k against the HRA Self-financing line which relates to savings on loan interest charges due to loans not being enacted. This is as a result of a lower spend on the HRA capital programme resulting in a saving on interest costs.
- 6.9 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 (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher depreciation charge of £186k, which will be available to fund future capital programmes.
- 6.10 There are underspends within 'Other' of £3k which relates to overspends on salaries (£102k) due to agency costs and overspends on services (£29k). This is partially offset by the bad debt provision being £48k less than budgeted - owing to higher collection on arrears (Period 10 - £43k) and savings in utilities of £62k. There are other minor favourable variances of £24k.

Kettering Neighbourhood Account

- 6.11 The forecast position for the Kettering Neighbourhood Account at the end of Period 11 shows an overspend of £250k (Period 10 - £394k overspend). This is summarised in the following Table:

| Kettering Neighbourhood Account | | | |
|--|---------------------------------------|---------------------------------------|------------------------------|
| | Current Budget 2023/24 | Projection P11 2023/24 | Forecast Variance |
| | £000 | £000 | £000 |
| INCOME | | | |
| Rents - Dwellings Only | 16,763 | 16,814 | (51) |
| Service Charges | 487 | 443 | 44 |
| HRA Investment Income | 21 | 21 | 0 |
| Total Income | 17,271 | 17,278 | (7) |
| EXPENDITURE | | | |
| Repairs and Maintenance | 4,632 | 5,024 | 392 |
| General Management | 2,988 | 2,671 | (317) |
| HRA Self Financing | 4,986 | 4,876 | (110) |
| Revenue Contribution to Capital | 3,268 | 3,604 | 336 |
| Transfer To / (From) Reserves | (565) | (565) | 0 |
| Special Services | 1,257 | 1,255 | (2) |
| Other | 705 | 663 | (42) |
| Total Expenditure | 17,271 | 17,528 | 257 |
| Net Operating Expenditure | 0 | 250 | 250 |

- 6.12 The forecast position for rental income from dwellings at Period 11 is £51k higher 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 11 which results in a rent gain of £45k 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 £61k 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.
- 6.13 There are pressures of £44k as a result of income from service charges being lower than budget.
- 6.14 The forecast position for Period 11 is a pressure in expenditure of £257k (Period 10 - £403k). The movements are set out in Sections 6.15 to 6.19.
- 6.15 There are pressures in Repairs and Maintenance of £392k, which relates to the higher cost for materials (£213k), overspends on salaries due to agency costs (£234k), services due to disposal costs (£55k) and subcontractor costs due to clearance costs (£45k). These are partly offset by savings on equipment costs (£14k), cyclical maintenance costs (£110k) and transport costs (£40k). There are also adverse variances of £9k.
- 6.16 There are savings of £317k in General Management and £2k in Special Services. This relates to salary savings due to vacant posts (£311k) and savings on grants (£22k) partially offset by overspends on utilities of £62k. There were further minor favourable variances of £48k.

- 6.17 There is a saving of £110k against the HRA Self-financing line which relates to savings on loan interest charges due to loans not enacted. This is as a result of a lower spend on the HRA capital programme resulting in a saving on interest costs.
- 6.18 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 (RCCO) as a minimum must equal the depreciation charge, owing to the increase in the value of the stock this has resulted in a higher deprecation charge of £336k, which will be available to fund future capital programmes.
- 6.19 There are savings within 'Other' of £42k which relates to the bad debt provision being £72k less than budgeted - owing to higher collection on arrears (Period 10 - £67k). This is partly offset by the overspend on void property rates (£30k). The contingency budget of £176k has been used in full to part fund the higher pay award.

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 original DSG Budget for 2023/24 amounts to £354.963m. In July, the DSG allocation was revised to reflect a reduction of £308k, there was a reduction of £382k in the Early Years Block due to lower participation numbers, this was partially offset by a slight increase in the High Needs Block of £74k resulting

from additional funding for special free schools. The DSG was further adjusted in the November allocation with a reduction of £6k to the High Needs Block as part of the import export allocation. The remaining reduction of £236k relates to the recoupment amount for the Schools Block and High Needs Block, which is where a local authority's DSG allocation is adjusted to reflect the grant that has been paid direct to academies. The revised net DSG budget for the Council is £119.114m. The forecast outturn is a pressure of £9.509m, this is summarised in the following Table:

| Dedicated Schools Grants Forecast Outturn 2023/24 | | | | | | | | |
|---|----------------|--------------------------------|-------------------------------|----------------|----------------|----------------|--------------------|--------------|
| Block | Gross Budget | July DSG Allocation Adjustment | Nov DSG Allocation Adjustment | Revised Budget | Recoupment | Net Budget | Forecast Net Spend | Variance |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Schools Block | 270,284 | 0 | 0 | 270,284 | 224,383 | 45,901 | 45,901 | 0 |
| Central Schools Block | 3,287 | 0 | 0 | 3,287 | 0 | 3,287 | 3,666 | 379 |
| High Needs Block | 57,851 | 74 | (6) | 57,919 | 11,152 | 46,767 | 55,897 | 9,130 |
| Early Year Block | 23,541 | (382) | 0 | 23,159 | 0 | 23,159 | 23,159 | 0 |
| Total | 354,963 | (308) | (6) | 354,649 | 235,535 | 119,114 | 128,623 | 9,509 |

7.4 The national pressure on services to support the education of children with additional needs is well documented. This has been exacerbated by the ongoing impacts of COVID on children and young people's health and wellbeing. Many Councils are struggling to contain expenditure within the budget available to meet needs. The mitigation actions that are available often have front loaded costs and benefits are felt over the course of many years. Whilst funding has been increased, this has not reflected the full increase in needs that are being identified.

7.5 In the financial year 2022/23 NNC reported an overspend of £1.743m on the HNB. This was offset against the historic surplus of £2.573m brought forward from 2021/22. A net adjustment of £110k has been made to the reserves to reflect Early Years clawback, resulting in an opening reserves position of £720k. For 2023/24, pressures have continued to increase, and it is now forecast that the HNB will be overspent by £9.850m. The remaining reserves of £720k have been used to partly mitigate this, leaving a forecast overspend on the HNB of £9.130m. There's a projected overspend in the central school's block, primarily attributed to the Schools Admissions services and School standards and effectiveness. The strain in these services is primarily related to staffing costs. The composition of these pressures prior to the use of reserves is as follows:

- The ongoing increase in the number of requests for Education, Health and Care Plans (EHCP), at Early Years and statutory school age, has exceeded the rate that was used in setting the budget, this pressure is forecast to be around £2.766m.
- Sufficiency issues in local SEND placements meaning greater use of Independent Providers at significantly higher cost, this pressure is forecast to be around £3.084m.

- The identification of historic commitments that remain outstanding and must now be paid is a one-off pressure and amount to around £500k.
- Pressures in Mainstream Top Ups are related to an ongoing increase in the number of requests for statutory assessment over and above the level budgeted for. By supporting mainstream schools to meet higher levels of need, pressure is reduced on the specialist placement budgets, this pressure is forecasted to around £2.340m.
- Further analysis has been conducted on the Alternative Provision budget, the pressure is forecasted to be around £1.228m. This reflects the impact of the limited access NNC has to high quality AP places locally. As a result, more pupils are having to be provided with individual tutoring to ensure they have the required access to education. This significantly increases costs and restricts the breadth of curriculum that can be offered. Efforts are ongoing to create additional AP in NNC, including a strategic partnership with an outstanding Academy Trust that was brokered by DfE, A bid was made to the DfE for a new Free AP School, but confirmation has now been received that this was not successful. Other innovative approaches that will lead to the delivery of AP places in NNC are now being pursued.
- The High Needs budget saw an increase due to an adverse movement in the import-export review and an increase in funding allocated to Special schools the net favourable effect was a £68k increase.
- The Central Schools Block covers funding allocated to LAs to conduct central education functions on behalf of pupils in maintained schools and academies in England. The School Standards and Effectiveness and School Admissions Services are both forecasting a pressure primarily relating to their staffing costs. The pressure is forecasted to be £379k.

7.6 Significant work has already been undertaken to put in place actions to mitigate pressures, these include:

- Collaborative work with two local special schools to create outreach service to support inclusion in mainstream settings and identify needs, and strategies to meet these, at the earliest opportunity.
- The creation of additional SEND places in Special Schools and Special School satellite provision on mainstream school sites.
- The creation of new SEND units in mainstream schools.
- Development of an Early Years SEND provision.
- Partnership working with an outstanding Alternative Provision (AP) Academy Trust to create new capacity in NNC.
- Improved commissioning arrangements with independent providers to control costs and provide greater consistency of delivery.

- Joint commissioning work with health services to improve and widen provision of Speech and Language services.
 - Greater focus on the Annual Review process to identify where needs have reduced or an EHCP is no longer required.
 - Investment in the EHCP team to ensure needs are assessed in as accurate and timely manner as possible.
 - Improved decision-making processes that ensure thresholds and funding decisions are robust and consistent.
- 7.7 This work is ongoing, and a key focus will be the identification of opportunities to create further capacity. NNC was not successful in a bid to DfE for a new Special Free School in the area, as such other routes to creating this capacity are being investigated. A separate bid for a Free AP provision was made with the DfE, confirmation has been received that this was not successful. Other innovative approaches are now being pursued.
- 7.8 Further opportunities to create SEND places are being developed in partnership with local Special and Mainstream schools. The impact of the outreach services is being assessed with a view to extending these and targeting resources as effectively as possible as part of a wider focus on inclusion. A simplification of EHCP funding through the adoption of a banded system will reduce pressure on the EHCP team and give schools and providers greater clarity and stability. The Education Case Management System will offer significantly improved financial functionality and rigour, improve parental access to information about the progress of an EHCP and create efficiencies in the EHCP process.
- 7.9 Where a local authority has an overall deficit on its DSG account at the end of the financial year, or where a surplus has substantially reduced during the year, they must provide information to the DfE about pressures and savings on the High Needs Budget as part of a DSG Deficit Management Plan. In addition, where there is a deficit, this will have an adverse impact on the Council's cashflow position and will impact on the resources available for investment – which will result in the investment income being lower.
- 7.10 In 2024/25 work will continue to mitigate these pressures, the Schools Forum agreed to a transfer of funding from the Schools Block (SB) of the DSG to HNB, this amounts to circa £1.5m additional funding for the HNB. Forum will look at measures that will support inclusion in mainstream settings and provide challenge where any school may not be meeting this standard.
- 7.11 Identifying and meeting the needs of children and young people with SEND at the earliest opportunity and putting in place appropriate actions to meet their needs, remains the central focus of all of this work. Ensuring that the whole system works in an inclusive and joined up way is key to meeting this aspiration and to ensuring the efficient use of available resources to manage costs effectively.

- 7.12 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.
- 7.13 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) the allocation received by NNC is £1.112m for Sept 2023 to March 2024 and this will be allocated on a monthly basis out to providers. From 1st April 2024 the supplement grant will be removed, and the additional funding will form part of the base rate.

8 Conclusions

- 8.1 The Period 11 forecast for 2023/24 is an overspend of £11.900m (Period 10 - £11.036m). A contingency is held to help offset potential costs that were not known at the time of budget setting. Currently £1.524m of the contingency is available to meet further pressures. 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.

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 £11.900m (Period 10 - £11.036m) and the Housing Revenue Account is forecasting an underspend of £41k (Period 10 - £128k overspend), the Dedicated Schools Grant is forecasting a pressure of £9.509m (Period 10 - £9.115m).

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 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) | (617) | (441) | |
| 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) |

| 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) | | (30) | (155) |
| 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) | | 0 | (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) |
| Directorate | Assistant Director | Proposal Title | Proposal Description | 2023/24 £000 | Red | Amber | Green |

Appendix A

| | | | | | | | |
|-------------------|---------------------------|--|---|-----------------|--------------|----------------|-----------------|
| 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) | (916) | (4,638) | (10,862) |

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