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Meeting: Corporate Scrutiny Committee
Date: Tuesday 15th August, 2023
Time: 7.00 pm
Venue: Council Chamber, Corby Cube, George Street, Corby, Northants, NN17 1QG

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<https://www.youtube.com/c/DemocraticServicesNorthNorthantsCouncil>

To members of the Corporate Scrutiny Committee

Councillor Lyn Buckingham (Chair), Councillor Lora Lawman (Vice-Chair), Councillor Jim Hakewill, Councillor Richard Levell, Councillor Paul Marks, Councillor Zoe McGhee, Councillor Steven North, Councillor Dr Anup Pandey and Councillor Russell Roberts

Substitutes: Councillor Cedwien Brown, Councillor Emily Fedorowycz, Councillor Anne Lee, Councillor Macaulay Nichol, Councillor Elliot Prentice, Councillor Simon Rielly, Councillor Joseph Smyth, Councillor Malcolm Ward and Councillor Malcolm Waters

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<p>Adele Wylie, Monitoring Officer North Northamptonshire Council</p>  <p>Proper Officer 7 August 2023</p>			

This agenda has been published by Democratic Services.

Committee Administrator: Louise Tyers

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ITEM	NARRATIVE	DEADLINE
Members of the Public Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of three minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 10 August 2023
Member Agenda Statements	Requests to address the meeting must be received by 5pm two clear working days before the meeting. Statements must relate to matters detailed on the meeting agenda. You will have a maximum of three minutes in which to make your statement and you will make it at the start of the agenda item.	5pm Thursday 10 August 2023

If you wish to register to speak, please contact the committee administrator

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Minutes of a Meeting of the Corporate Scrutiny Committee

At 7:00pm on Thursday 29 June 2023

Held in the Council Chamber, Corby Cube, George Street, Corby

Present:

Members

Councillor Lyn Buckingham (Chair)

Councillor Jim Hakewill

Councillor Paul Marks

Councillor Zoe McGhee

Councillor Steven North

Councillor Dr Anup Pandey

Councillor Russell Roberts

Officers

Janice Gotts – Executive Director of Finance and Performance

Adele Wylie – Executive Director of Customer and Governance (Monitoring Officer)

David Watts – Executive Director of Adults, Health Partnerships and Housing

Graeme Kane – Interim Executive Director of Place and Economy

AnnMarie Dodds – Executive Director of Children’s Services

Guy Holloway – Assistant Chief Executive

Mark Dickenson – Assistant Director of Finance and Strategy

Claire Edwards – Assistant Director of Finance Accountancy

Tom Barden – Head of Performance, Intelligence and Partnerships

Ben Smith – Head of Democratic Services

Louise Tyers – Senior Democratic Services Officer

Also Present

Councillor Lloyd Bunday – Executive Member for Finance and Transformation

1. Apologies for Non-Attendance

Apologies for non-attendance were received from Councillors Lora Lawman and Richard Levell.

2. Members’ Declarations of Interest

The Chair invited those who wished to do so to declare any interests in respect of items on the agenda.

Councillors	Item	Nature of Interest	DPI	Other Interest
Russell Roberts	Performance Indicators Report 2023/24 (Period 1)	Daughter works at Buccleuch Academy.		Yes

3. Notification of Requests to Address the Meeting

A request to address the meeting had been received from Councillor Dorothy Maxwell on item 5, Performance Indicators 2023/24.

4. Background to the New Scrutiny Arrangements and Terms of Reference

The Head of Democratic Services presented a report which set out the changes to the Council's scrutiny arrangements following the decision of Full Council at their meeting held on 30 March 2023, with particular regard to the Corporate Scrutiny Committee.

NNC operated an executive model of governance and was required, under statute, to operate at least one scrutiny committee. Following the review of the Council's scrutiny arrangements, there were now four bodies which made up the new scrutiny arrangements:

- Scrutiny Management Board
- Corporate Scrutiny Committee
- Health Scrutiny Committee
- Place and Environment Scrutiny Committee

The Corporate Scrutiny Committee mirrored the work of the old Finance and Resources Scrutiny Committee, where it would scrutinise finance and performance. It would also scrutinise external partnerships and companies such as the Children's Trust. The following key areas were also agreed by Full Council as the basis of scrutiny for this Committee:

- Council owned buildings and resources
- Enabling Services e.g. Information Technology
- Outside Bodies
- Customer Services
- Complaints

The Scrutiny Management Board was due to hold a workshop over the summer 2023, at which it would review the work programme from the previous year and to consider topics for inclusion in the Annual Workplan.

During discussion on the report, the following key points were made:

- i. Resources given to EAPs had reduced the resources available for scrutiny. Those resources should be redirected to the scrutiny function.
- ii. In response to a question about performance data and whether the Committee would have an input and be able to follow the information through, officers advised that it would be a corporate report and any specific data requirements could be discussed with officers.
- iii. It was clarified that the Scrutiny Workshop would be for Scrutiny Management Board members only, but the outcomes would be circulated to all scrutiny members.
- iv. Protocols still needed to be established for how items to be referred for scrutiny would be dealt with, but discussions could be held with the Chair as part of their role as a member of the Scrutiny Management Board. Members were reminded that scrutiny did not all have to be done through a formal meeting.

RESOLVED

- (i) To note the new Scrutiny arrangements which came into effect in May 2023; and
- (ii) To note the new Terms of Reference for the Corporate Scrutiny Committee.

5. Performance Indicators Report 2023/24 (Period 1)

The Corporate Scrutiny Committee considered a report of the Executive Director of Finance and Performance which provided an update on the Council's performance across a wide range of services. The report provided a detailed assessment of the Council's performance in relation to Key Performance Indicators for 2023/24 for period 1 (April 2023).

At the invitation of the Chair, Councillor Dorothy Maxwell addressed the Committee and raised the issue of support for primary SEN children. The Chair suggested that Councillor Maxwell should discuss the issue with the Executive Director of Children's Services outside of this meeting.

Comments on several specific indicators were made, including:

- Did the definition for flytipping also include fly posting? In response, it was confirmed that flyposting was dealt with as if it was flytipping. If it was occurring, please report it to officers as it was an offence and any incidents may be able to be enforced. With respect of signage put up by highways contractors and left, this was not treated as flytipping but there were other powers which could be used for its removal.
- Number of defects outstanding on the network (STP29) – some reports of defects were closed down without any explanation. It was clarified that reports should not be closed down without a reason and these should be explained on Fix My Street. However, duplicate reports for the same defect would be closed down.
- Could officers explain why some of the PIs did not have a target? Members believed that all should have a target and it would also be useful to identify those PIs which are provided on behalf of government departments. In response, officers advised that the new Performance Framework allowed for PIs without targets and these were usually those PIs where we could not control a target and it was more useful to monitor trends. Officers would look at which indicators were statutory returns.
- It was suggested that training around KPIs would be helpful for the Committee.
- Number of defects repaired in the new network (STP30) – it was noted that demand was greater than the resources available and the Council needed to put in more resources. The highways provider should be scrutinised over their performance.
- Where possible, did the Council claim back from those utility companies who failed to make up the channels that were going under, for example broadband as this was a burden that fell on the taxpayer. Could this be put forward as a potential KPI?
- Why had vacancies and sickness absence been taken out of the report? In response, officers advised that good quality data was extremely important, and this data was being reviewed and would be reported on a quarterly basis.

RESOLVED:

To note the performance of the Council and its services.

6. Draft Outturn 2022/23

The Corporate Scrutiny Committee considered a report of the Executive Director of Finance and Performance which set out the draft outturn for 2022/23. The report set out the material financial issues which had been identified since the 2022/23 budget had been set in February 2022 and was based on the draft outturn for 2022/23.

The draft outturn reflected an overspend of £965k and due to strong financial management, the Council had been able to absorb most of the pressures arising from the Children's Trust. This was the Council's largest single contract and they were reporting an overspend of £21.387m, the cost of which to the Council was £9.444m.

The Council's overall draft outturn forecast for the Housing Revenue Account was a forecast underspend of £701k against the approved budget of £36.270m.

During discussion on the report, the following key points were made:

- i. The overspend by the Children's Trust was worrying and what actions were being taken to address this? In response, officers advised that they were continuously working with the Children's Trust to look at service delivery. Due to the arrangements for the establishment of the Trust, the two councils did not have operational oversight.
- ii. The Council had two demand led services, children's and adults social care. Adults had delivered around its budget but children's was raising a red flag and could be a significant risk to the Council. Were the Council confident that children were being looked after effectively? In response, officers confirmed that they were constantly trying to work with the Trust who had significant pressures on staffing, placement costs and transport. We were also working with the Department for Education, escalating any challenges that we saw. It would be legitimate to ask whether the Chair of the Improvement Board could attend a future meeting, also the Chair of the Trust.
- iii. In the report, one paragraph stated that there was a saving on street lighting but in another paragraph, it stated that there was a pressure. In response, officers advised that there were a number of street lighting assets and contracts. Some were managed under a contract with Balfour Beatty, but the former district and borough lighting was managed through a separate contract and that is why there were different outturns.
- iv. In response to a question as to whether the government had undertaken their review of Business Rates, officers clarified that it had been delayed for another year. A reset was now expected in 2025/26 but this may now be delayed until after the next general election. This was leading to uncertainty around our funding schemes.
- v. The situation with the Children's Trust was similar to what had happened at the former County Council. The Executive Member stated that the situation at the County Council was due to the lack of management and control over the service. NNC did not have control over the Trust.
- vi. How was the Council not aware of the situation with Kettering Leisure Village if they were aware of pressures on other leisure facilities? In response, the Executive Member advised that the Council had made a separate grant to KLV of £337k. KLV was run by a separate, private company and NNC only knew of the proposed closure at the last moment, the same time as everyone else.

RESOLVED:

To note the draft outturn report 2022/23.

7. Capital Forecast 2022/23

The Corporate Scrutiny Committee considered a report of the Executive Director of Finance and Performance which set out the Capital Forecast 2022/23 as at Period 12. The report set out the material financial issues identified since the 2022/23 budget was set in February 2022.

The outturn for 2022/23 in respect of General Fund Capital Programme showed a revised capital budget position of £109.3m, including slippage and in-year approved programmes. The spend was £35.4m, which represented movement (slippage/underspend) of £73.9 against the revised budget.

The outturn for the HRA Capital Programme showed a revised budget for 2022/23 of £28.3m, including slippage from 2021/22 of £14.3 and approvals in-year of £0.610m. The outturn was showing a spend of £9.6m, which represented an underspend of £18.7m compared to budget.

During discussion on the report, the following key points were made:

- i. An underspend of £73m was significant. These were projects which were intended to improve the wellbeing of local residents and there needed to be scrutiny of the capital Programme. In response, officers advised that scrutiny had been undertaken on the programme. A lot of the capital schemes were from the legacy councils, and these had been reviewed and revised. The capital programme was a combination of funding, including grants and discretionary funding. The funding was still there but would be put to projects that we think can be delivered.

RESOLVED:

To note the provisional Capital Outturn 2022/23.

8. Close of Meeting

The Chair thanked members and officers for their attendance and closed the meeting.

The meeting closed at 8.25pm.

Chair

Date

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Corporate Scrutiny Committee 15th August 2023

Report Title	Key Performance Indicator Report Period 2 (May) 2023/24
Report Author	Janice Gotts, Executive Director of Finance Email: Janice.Gotts@northnorthants.gov.uk
Executive Member	Cllr Lloyd Bunday Portfolio Holder for Finance and Transformation

List of Appendices

Appendix A –Detailed Key Performance Indicator Report for Period 2 2023/24 (May 2023)

1. Purpose of Report

- 1.1. To provide members with an update on the Council's performance across a wide range of services, as measured by Key Performance Indicators, with the aim of informing scrutiny.

2. Executive Summary

- 2.1 This report provides an assessment of the Council's performance in relation to Key Performance Indicators for 2023/24 as at period 2.
- 2.2 A detailed assessment of the performance of services as measured by Key Performance Indicators for period 2 has been included as **Appendix A**.

3. Recommendations

- 3.1 It is recommended that the Corporate Scrutiny Committee note the performance of the Council and its services as outlined in the appendix of this report, and use the information provided to aid the process of scrutiny.

4. Report Background

Context

- 4.1 The availability of accurate, timely and relevant information about the performance of services is good practice. It enables operational and policy decisions to be made, and it informs healthy debate and scrutiny of services.

Performance Report

- 4.2 A detailed assessment of the performance of services as measured by Key Performance Indicators for period 2 has been included as **Appendix A**. This includes comments / exception reports on each of the performance indicators reported.
- 4.3 58 Key Performance Indicators are reported for this period of which are reported on a monthly basis.
- 4.4 The list of Key Performance Indicators to be reported throughout this financial year (2023-24) was approved at Executive Committee in March and can be found in item 405 ([Performance Management and Reporting Arrangements 2023-24](#)).
- 4.5 The Council have identified that the data underpinning vacancy statistics provided in previous reports is not currently accurate. The Human Resources team are working with service managers, and with systems colleagues from across the ERP partnership, to review and revise its vacancy data and our approach to managing it. The 'vacancies' statistics included in previous workforce performance information has therefore been excluded from this report. We expect complete and accurate vacancy statistics to be available from Period 3 2023/24. Similarly, the data underpinning total agency spend (with the exception of Opus spend) is undergoing a data cleanse to ensure that it can be reported in line with the KPI proposal for 2023/24.
- 4.6 Queries raised by Members on the content of this report will be responded to within 12 working days of the Corporate Scrutiny Committee meeting.

5. Issues and Choices

- 5.1 There are no issues or choices arising from this report.

6. Implications (including financial implications)

6.1 Resources and Financial

- 6.1.1 There are no direct resource or financial implications arising from this report. However, the financial performance of the Council is an important metric when gauging how the Council is performing. The scarcity of resources inevitably means there is a trade-off between performance and economy. The goal is to ensure that efficiency, economy and effectiveness are maximised within realistic parameters.

6.2 Legal

- 6.2.1 There are no legal implications arising from this report.

6.3 Risk

- 6.3.1 There are no significant risks associated with the recommendations of this report.

6.3.2 There are risks associated with not scrutinising the performance of the Council. The Council’s Key Performance Indicators and associated reporting regime form an important part of the Council’s corporate governance arrangements. Robust scrutiny and challenge is a healthy feature of any large, outcome-focused organisation.

6.3.3 There are other risks associated with performance indicators. Data quality, for example, is an important consideration. The decisions the Council makes will be impaired by poor quality information. The Council is therefore working to ensure that data quality arrangements are built into the chain of information that underpins performance reporting. This will continue to be an area of careful focus for the Council as it further embeds and develops its performance management arrangements.

6.4 Consultation

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

6.4.2 Informal consultation with relevant stakeholders, including Executive Members was completed for the Key Performance Indicators included in this report.

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

6.5 Climate Impact

6.5.1 The Council declared a Climate Emergency in 2021 and has developed a range of actions to address this challenge. The Council continues to develop a set of indicators that provide information about how it is meeting its key commitment to helping deliver a green and sustainable environment.

6.5.2 The Council currently measure and report on the following Greener, Sustainable Environment performance indicators:

Indicator Reference Number	Indicator Name	Frequency
GSE01	Number of E-Scooter trips	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE02	Number of E-Scooter users	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE03	Co2 savings from E-Scooters	This was measured monthly in 2022-23 and is to be measured quarterly in 2023-24.
GSE04	Number of electric vehicle charging points publicly available	This was reported on once a year in 2022-23 and featured in the P7 (October) report. It is to be measured quarterly in 2023-24.

GSE05	Number of electric vehicles per charge point	This was reported on once a year in 2022-23 and featured in the P7 (October) report. It is to be measured quarterly in 2023-24.
GSE06	Fly tipping: number of fly tips reported	This is reported quarterly.
GSE07	Percentage of waste diverted from landfill	This is reported quarterly.
GSE08	Co2 saving from Delivery Robots	This is a new KPI for 2023-24 and is to be reported quarterly.
GSE09	Volume of pesticides used within NNC grounds services operations	This is a new KPI for 2023-24 and is to be reported quarterly.
GSE10	Habitat area improved for pollinators (hectares)	This is a new KPI for 2023-24 and is to be reported annual.

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

6.6 Community Impact

6.6.1 Council services that are performing well will have a significant positive impact on the local community. The monitoring and scrutiny of the Council's performance plays an important role in both understanding this impact and in driving future performance improvement.

7. Background Papers

7.1 [Performance Indicator Report P1 2023-24 \(April\)](#) reported at the Scrutiny Commission meeting on the 29th June 2023.

7.2 [Performance Management and Reporting Arrangements 2023-24](#) reported at the Executive Meeting on the 16th March 2023.

North Northamptonshire Council Performance Report - May 2023

Key to Performance Status Colours

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

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

Children's Trust Direction of Travel Key	
↑G	Performance improved since last month
→	Performance the same as last month
↓A	Performance declined since last month

Performance Terminology key

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

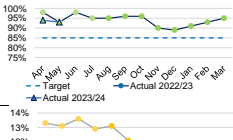
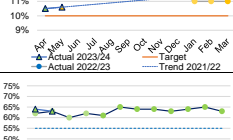
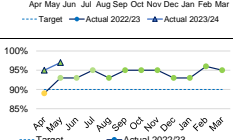
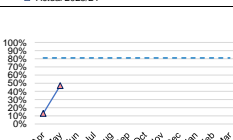
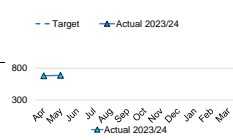
Place & Economy

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	Year to Date 2023-24	April 2023/24	May 2023/24	Direction of Travel (since previous period)	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)		88% (Q4 2022/23 All English Authorities - LG Inform)	85.71%	100%	80%	↓R	Higher is better	90%	85% - 90%	Performance this month has dropped. Numbers of major applications at this point in the year are relatively low and so although as a percentage the performance drop looks significant, it is only one application that was outside the statutory time period when determined.		
					6 out of 7	2 out of 2	4 out of 5							
Safe and thriving places	STP16	Percentage of minor planning applications determined within 8 weeks (or within agreed extension of time)		84% (Q4 2022/23 All English Authorities - LG Inform)	86.21%	86.05%	86.36%	↑G	Higher is better	85%	80% - 85%	Performance this month has improved slightly and is above target and the national benchmark. Planning officer capacity remains challenging but recruitment is to take place shortly to try and help alleviate this.		
					75 out of 87	37 out of 43	38 out of 44							
Safe and thriving places	STP17	Percentage of other (including householder applications) planning applications determined within 8 weeks (or within agreed extension of time)		89% (Q4 2022/23 All English Authorities - LG Inform)	83.22%	85.07%	81.71%	↓	Higher is better	88%	83% - 88%	Performance has dropped this month and is currently below target and national benchmark. This will be closely monitored by Planning Managers. Planning officer capacity remains challenging but recruitment is to take place shortly to try and alleviate this.		
					124 out of 149	57 out of 67	67 out of 82							
Highways & Waste														
Safe and thriving places	STP29	Number of Defects Outstanding on the network (at end of period), split by category		n/a	4056	5406	4056	↓G	Lower is better	No target - tracking indicator only	N/A	The number of carriageway defects tends to be highest following the winter period, this is a national phenomenon. As explained last month, the service is seeking to improve on the position during the spring months and the figure show a fall in the number of defects outstanding at the end of the month. (This indicator was not reported during 2022/23 because the data was not available, it will now be provided monthly)		
					P1 (Target response time within 24 hours)	0	0						0	→
					P2 (Target response time within 7 days)	11	30						11	↓G
					P3 (Target response time within 28 days)	670	1421						670	↓G
					P4 (Target response time within 26 weeks)	3375	3955						3375	↓G
Safe and thriving places	STP30	Number of Defects Repaired in the network in period, split by category		n/a	3170	1317	1853	↑G	Higher is better	No target - tracking indicator only	N/A	The overall number of repairs completed is higher this month than in the previous month. Overall performance is better with although performance has fallen with regard to P4 repairs. This is owing to the increase in demand, which has been greater than the available resources. The highways team is addressing this situation with the highways contractor.		
					P1 (Target response time within 24 hours)	5	4						1	↓R
					P2 (Target response time within 7 days)	145	79						66	↓R
					P3 (Target response time within 28 days)	1982	862						1120	↑G
					P4 (Target response time within 26 weeks)	1038	372						666	↑G
Safe and thriving places	STP31	Percentage of defects responded to within the timeframes specified, split by category		n/a	83.73% (2655 out of 3171)	76.77% (1011 out of 1317)	88.67% (1644 out of 1854)	↑G	Higher is better	P1 and P2 97.5% P3 and P4 90%	No Tolerance	Despite repairing more defects this period than last month, the service has not been able to complete all P4 repairs within the target response time. The highways team is addressing this situation with the highways contractor.		
					P1 (Target response time within 24 hours)	100% (5 out of 5)	100% (4 out of 4)						100% (1 out of 1)	→
					P2 (Target response time within 7 days)	98.63% (144 out of 146)	98.73% (78 out of 79)						98.51% (66 out of 67)	↓
					P3 (Target response time within 28 days)	83.85% (1662 out of 1982)	74.94% (646 out of 862)						90.71% (1016 out of 1120)	↑G
					P4 (Target response time within 26 weeks)	81.31% (844 out of 1038)	76.07% (283 out of 372)						84.23% (561 out of 666)	↑G

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March 2022/23	Year to Date 2023-24	April 2023/24	May 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Extra detail on PI	Comments
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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		22.7% (All English Authorities 2021 - LATT)	30% (821)	26%	28% (698)	24% (838)	↑G	Lower is better	29%	25% - 40%		Re-referrals have improved this month better than target, this remains an area of ongoing focus with audit and review for learning. The dedicated education roles in MASH (Multi-Agency Safeguarding Hub) are working positively with schools to ensure appropriate referrals and compliments from schools about their roles are increasing. Work with all partners continues to ensure appropriate and robust application of thresholds. Steps have been taken to strengthen the Early Help partnerships with Partnership Support Team (Early Help MASH) being placed in the MASH pods and a learner step down process. It is anticipated that the strengthened model in MASH and developments in CFSS (Children and Family Support Services) Early Help will continue to support appropriate reduction going forward in addition to the external front door review. The high number of cases stepping down is presenting challenges in regards to capacity in Family Support/Early help partnership. COVID: and cost of living crisis has an impact on volume and quality of re-referrals.
Better, brighter futures	BBF06 (KPI 3)	% of single assessments authorised within 45 working days		86% We are in the process of identifying more up to date benchmark data for this PI.	95% (825)	93%	94% (774)	93% (928)	↓A	Higher is better	85%	85% - 95%		Assessment timescales remain consistently above target and national average, decreasing to 93% this month. All managers monitor this very closely via daily reports. A narrative is provided for cases that go beyond 45 days and this remains a very small minority. Whilst staffing has presented challenges due to vacancies and higher levels of staff sickness in DAAT (Duty and Assessment Team), there is now positive move towards more appropriate staffing levels being achieved and sustained. In addition to timeliness, we work on increasing the quality of assessments and more effective use of SoS (Signs of Safety) in our interventions.
Better, brighter futures	BBF07 (KPI 8)	% Children in care with three or more placements in the previous 12 months		10% (All English Authorities 2021/22 - LG Inform)	11.0% (1,231)	10.6%	10.5% (1,212)	10.6% (1,205)	↓A	Lower is better	10%	5% - 15%		Performance has increased to 11% 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 now operational and valuing care project has commenced. Through improved edge of care arrangements, the close oversight on admissions to care, and the developments within placement sufficiency, we are confident we can reduce the need for child to move home as frequently. Positively, Childrens Home Capital Programme application with the DfE (Department for Education) has been successful, and that should also support progress in this area.
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		53% (All English Authorities 2020/21 - LG Inform)	63% (694)	63%	64% (687)	63% (686)	↓A	Higher is better	55%	50% - 60%		This month has seen performance decrease slightly to 63%, 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, Employment and Training) opportunities and support is in place for our care leavers. COVID: has had a significant impact on the mental health and wellbeing of care leavers, targeted work support care leavers to access EET
Better, brighter futures	BBF09 (KPI 10)	% of young people now aged 17-21 and living in suitable accommodation who were looked after when aged 16		89% (All English Authorities 2020/21 - LG Inform)	95% (694)	97%	95% (687)	97% (686)	↑G	Higher is better	90%	85% - 95%		Performance for this month increased to 97%, still above the target of 90%. We know that we have some young people in unsuitable accommodation, including a number of young people sentenced to custody, and some who have no accommodation at all. We work hard to address this, tenaciously seeking to engage with young people who may see our attempts at support as interference. The care leavers housing protocol is in place and work is being progressed under the governance of a strategic group; this includes a review of the housing panels and engagement with the housing associations. Helpful discussions with colleagues in the Councils is placing the housing sufficiency needs of care leavers as central to their housing strategies. The Accommodation Transitions Panel is now in operation and ensures all young people have a comprehensive, accommodation-focused, shared, and timely transition plan.
Better, brighter futures	BBF27 (KPI 5)	% of initial child protection conferences held within 15 days of a strategy discussion being initiated		New as corporate KPI for 2023-24	28.00%		13% (134)	47.0% (104)	↑G	Higher is better	81%	66% - 86%		Performance has improved this month, but is still below where we need it to be. High volumes of ICPC (Initial Child Protection Conferences) demand continues (104; 79% conversion to CP (child protection) Plans). SOAS (Safeguarding and Quality Assurance Service) capacity issues have been addressed. DAAT (Duty and Assessment Team) business support gaps continue to present a challenge. Latest rolling 4-week data shows a continued improving picture, ranging from 47% to 67% (mean = 60.5%). Conferences are out of time due to late convening requests. Data reflects 1 purposeful/delay ICPC (consolidate with siblings' RCP (Review Child Protection Conferences)). Late convening requests compound performance pressures as new CPC's are requested on top of out-of-time CPC's. Average days from strategy meeting to ICPC decreased (26 to 18 days in May) - this is positive. 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. Staff changes continue to impact on performance as new staff become familiar with local procedures / systems. DAAT managers support SW's (Social Workers) with additional training on process, recording and requesting strategy discussions and convening conferences. CP (child protection) Chair duty system can assist referring managers with threshold decision-making and this is promoted to all teams.
Better, brighter futures	BBF28	Number of children with a Child Protection Plan		New as corporate KPI for 2023-24	687	680	687		↑		TBD			The number of children subject to plans at the end of May was 687, 7 CPPs (Child Protection Plans) more than the previous month. So far in 2023-24, an average of 684 children have been subject to plans. There are 84 more children subject to plans now than one year ago. May marks the second-best performance in the last 12 months; best performance of 698 was reported in January. [Intelligent Client Function commentary]
Better, brighter futures	BBF29	Number of children in care		New as corporate KPI for 2023-24	1205	1212	1205		↓		TBD			The number of children in care at the end of May was 1,205, 7 children less than the previous month. An average of 1,221 children have been reported to be in care in the last 12 months. Since the all-time peak of 1,241 children in care in November 2022, the size of the cohort has decreased by 36 children. The numbers reported in the between November-March represent the five highest figures ever reported. The latest recording in May 2023 is the lowest since June 2022. Prior to July 2022 the cohort had never exceeded 1,200 children, a threshold that has been met every month since. The largest chunk of the recent increases occurred in July itself, which saw a steep rise by 29 to 1,217 children. [Intelligent Client Function commentary]

Children's Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March	Year to	April	May	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Extra detail on PI	Comments
					2022/23	Date 2023-24	2023/24	2023/24						
Learning, Skills & Education														
Better, brighter futures	BBF18b	% of EHC (education health care) plans completed in month issued within 20 weeks (including exceptions)		57.9% All English Authorities 2021 - LAIT)	75.7%	58.0%	69.6%	43.2%	↓R	Higher is better	Target under review	n/a	Year to date is the academic year to date (Sept to July). Benchmark data is available from DIE, either via the Local Authority Interactive Tool or via other official DIE releases	Greater focus this month has taken place on in-time assessments with some further clearing of out of time assessments. Whilst the action plan in place to target improved performance for assessments undertaken on time is having an overall sustained impact on performance, weekly reporting has now been established to oversee timescales and allocation of workload to ensure equity and address gaps in performance.
					53 out of 70	58 out of 100	39 out of 56	19 out of 44						
Better, brighter futures	BBF22	Number of children without a school place		TBC	76	120	100	120	↑	Lower is better	Target under review	n/a	TBC	This measure is in the process of being amended to include, a) children without a school place in admissions process for mainstream schools, b) children without a school place in the EIP (Educational, Inclusion and Partnership) service and c) children without a school place with SEN (Special Educational Needs). Naturally, this change will mean an increase in volume because the definition of the measure has been widened. Data cleansing within these categories is ongoing and so the methodology for this KPI has not yet been changed for May. (Intelligent Client Function commentary)
Better, brighter futures	BBF32	Current number of home educated children		New as corporate KPI for 2023-24	876	855	876	↑	No polarity	N/A - Tracking	n/a		The number of parents electing to home educate their children has slightly increased since the last report. This is due to the fact that some did not get their first choice of secondary school and whilst on a waiting list, decide to (EHE) Electively Home Educate. This something I feel we need to be challenging more now. More support is being put in place. Referrals are made to external agencies such as the Hospital and Outreach service where therapeutic support is sought. This is in particular, for those students with anxiety issues. The EIP (Educational, Inclusion and Partnerships) Team is working with parents, schools and admissions services to ensure that parents fully understand the implications of EHE prior to removing their children from school roll. There is still work to be done as they are now doing this before the summer holidays.	
Better, brighter futures	BBF33	Number of children currently missing from education (Year 1-11)		New as corporate KPI for 2023-24	123	142	123	↓G	Lower is better	N/A - Tracking	n/a		The number of CME (children missing in education) pupils has marginally increased. Although the team is more efficient in their way of working to address these issues, there has been a slight increase. The small rise in cases is just before a school holiday, in this case the summer holidays These are being chased up as possible CME cases. The work done by EIP (Educational, Inclusion and Partnerships) Team with other agencies and local authorities is more and more collaborative in their approach and so getting more positive results. The EIP Team have become more and more resilient in their approach to ensure that systems and procedures are followed through led by the Interim Consultant.	
Better, brighter futures	BBF36	% Education Health Care Plan Annual Reviews completed within 4 weeks of meeting	83.2% Annual Reviews completed within 4 weeks of meeting in April	New as corporate KPI for 2023-24	83.2%	83.2%	N/A reported one month in arrears	n/a	Higher is better	N/A - Tracking	n/a		Meetings are held weekly with the Heads and/or SENCOs (Special Educational Needs Coordinators) of the 8 Special Schools, to discuss upcoming Annual Reviews and highlight any potential complex cases and to complete reviews within the four-week deadline. There are regular meetings with the SENCO via the SENCO Forums to share performance and improve communication with schools.	
					114 out of 137	114 out of 137								

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March 2022/23	Year to Date 2023/24	April 2023/24	May 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)		2021/22 SALT Report: - England: 37%	34%	38%	34%	38%	↑G	Higher is better	35%	5% points	BI Comments: There were 7 new requests for people aged 18-64 and 145 for people aged 65 and over. There is a positive change from previous month, with the rate higher than those reported throughout 2022/23 and above year-end target. Service Comments: Volumes of support from Adult Social Care on all pathways continued to rise across 2022/23 and is continuing into 2023.
					752 out of 2191	152 out of 404	68 out of 199	152 out of 404					
Active, fulfilled lives	AFL04	Number of new safeguarding concerns received per month		n/a	325	306 (April)	306	N/A Reporting one month in arrears	↓G	Lower is better	No target - tracking indicator only	N/A	BI Comments: There was a slight decrease in the number of concerns received this period (-19), but is broadly in line with the average number of concerns received over the previous financial year (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)		n/a	49	57 (April)	57	N/A Reporting one month in arrears	↑	No polarity	No target - tracking indicator only	N/A	BI comments: There was a slight increase in the number of concerns determined to be enquiries (+8), but the proportion (19%) remains within the range seen in the previous financial year (15-25%).
Active, fulfilled lives	AFL06	Total number of open Deprivation of liberty Safeguard (DoLS) cases		n/a	1250	1273	1251	1273	↑	Lower is better	No target - tracking indicator only	N/A	BI comments: The number of open DoLS cases remained relatively stable compared to last period, increasing slightly (+22). Service Comments: There has been a slight increase in open referrals due to 2 Business Support Officers leaving their post, increase throughout of referrals from customer service centre and data cleansing exercise now completed so less closures of open referrals.
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 +)		2021/22 SALT Report: - East Midlands: 562 - England: 539	667.18	109.73	56.39	109.73	↓G (cumulative)	Lower is better	Year-end target: 564 Monthly target: 47	TBD - for now applied standard 5%	BI comments: The rate has increased considerably from previous month but remains lower than expected compared to 2022/23 trends which typically ranged between 74-77%. This is a cumulative measure which increases throughout the financial year and resets each financial year. A year-end data review was carried out and identified coding errors for reported admissions. As a result, the actual admissions rate is likely to be lower once validated and corrected. The Business Intelligence team will work with Adult Social Care colleagues to review the data recording process, make any necessary changes and/or suggest additional guidance for recording in order to accurately reflect actual admissions.
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'		84.6% East Midlands Average, we are in the process of identifying more up to date benchmark data for this PI.	76.50%	69.70%	60.30%	69.70%	↑G	Higher is better	80%	5% points	BI comments: The rate has increased considerably from previous month but remains lower than expected compared to 2022/23 trends which typically ranged between 74-77%. There is a higher proportion of people accessing reablement support as a result of hospital discharge when compared to the same period previous year (82% versus 75%), along with higher proportions of these requiring long term support following their reablement episode, contributing to lower than expected performance.

Adults & Housing													
Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March 2022/23	Year to Date 2023-24	April 2023/24	May 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		10 (All English Authorities Autumn 2022- LG Inform)	20	N/A	18	23	↑R	Lower is better	9	9 to 12	There has been an increase in the number of rough sleepers and this will be mainly due to the temperatures being warmer. However, the flow of new rough sleepers is at 5. Since carrying out the single night figure 4 individuals have moved into accommodation. Out of the month rough sleepers numbers the new rough sleepers indicators have shown us that we have a 15 long term rough sleepers, which is a rough sleeper who has been seen 3 months out of the 12. This truly reflects the types of rough sleepers we are working with. We have some entrenched rough sleepers who we are hoping to accommodate within the NGU properties which will be led on the Housing First principles. The repeat number based on the new indicators for May was 13, which shows us that work needs to be carried out around prevention, which the rough sleepers team are working on with supported accommodation providers.
Active, fulfilled lives	AFL13	Number of households whose homelessness was prevented		n/a	27	45	24	21	↓	Higher is better	252 (21 per month)	18-21	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.
Active, fulfilled lives	AFL14	Number of households whose homelessness was relieved		n/a	37	56	22	34	↑G	Higher is better	300 (25 per month)	22-25	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.
Active, fulfilled lives	AFL15	Total number of homeless approaches		n/a	581	929	413	516	↑	N/A	Tracking - monitoring levels of demand only	N/A	3,863 households approached the Council as homeless during 2021/22, which is an average of 320 approaches per month. 4,778 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. Currently the Housing Options Team have a live caseload of 1174 cases. During May there was an increase in the number of approaches from 413 to 516.
Active, fulfilled lives	AFL17	Total number of households living in temporary accommodation		n/a	231	N/A	244	250	↑R	Lower is better	245	No tolerance	As previously reported, the number of households living in temporary accommodation continues to rise because of sustained increased demand and limited options for move on. Housing teams have started to review flow through temporary accommodation including barriers to move on and what action can be taken to mitigate these. Managers are in the process of producing guidance and training materials to roll out training to housing staff next month. Given sustained pressures this target has been reviewed and increased to 245. *This figure is for statutory duty placements only and does not include the additional cohort of rough sleepers accommodated using discretionary powers*
Active, fulfilled lives	AFL18	Number of households with family commitments* living in bed and breakfast accommodation		n/a	3	N/A	2	7	↑R	Lower is better	5	No tolerance	While there are 7 households with family commitments living in Bed & Breakfast (B&B), the household with the longest stay was placed on 19 May (so had been placed for 12 nights as at 31.05.2023). The temporary accommodation team have already identified move on plans for all households, unfortunately some void slippage times has meant that 4 households who were due to move on have been delayed causing the number to rise sharply. The temporary accommodation team continues to work hard to keep under daily review any cases where households with family commitments have been placed in B&B in an emergency, so that more suitable move on accommodation can be offered as quickly as possible. Although the Council has not broken the '6 week rule' given sustained pressures this target has been reviewed and increased to 5. * Households with family commitments are a) a pregnant woman; (b) with whom a pregnant woman resides or might reasonably be expected to reside; or, (c) with whom dependent children reside or might reasonably be expected to reside.
Active, fulfilled lives	AFL24	Number of Temporary Accommodation placements out of NN area			New for 2023-24	N/A	2	1	↓G	Lower is better	0	No tolerance	The household that is living out of area in the neighbouring area of West Northamptonshire was placed there in November 2021 (prior to the temporary accommodation service review and while teams were working on a locality basis). The household has an offer of in area temporary accommodation and will move into it once it is ready to let. North Northamptonshire is a large geographical area within which the team can manage any risks/safeguarding issues to out of area placements are rare and for this reason the team will continue to work towards the existing target.

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March 2022/23	Year to Date 2023-24	April 2023/24	May 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments	
Safe and thriving places	STP38	Percentage of rent collected			92.54%	91.65%	90.55%	91.65%	↑G	Higher is better	97%	5%	There has been a slight increase in collection rates from April to May. In Kettering, the May collection rate does not include payments from 29th, 30th and 31st which includes Direct Debit run for 28th which was £105,784.44.	
					141307978.48 out of 152707189.83	7577992.40 out of 8268599.77	2937018.79 out of 3243355.78	7577992.40 out of 8268599.77						
Safe and thriving places	STP12	Number of (council house) dwellings vacant and ready to let at month end		n/a	5	N/A	6	12	↑R	Lower is better	10	10 to 15	At the end of May there was 10 properties in Corby and 2 in Kettering that were ready to let. Of the 10 in Corby, 4 were awaiting nominations and 1 HRA temporary accommodation and 4 were received on 30/05/23. The weekly void meetings are helping to ensure that this number is kept to a minimum and even though there has been an increase since April, the total number of 12 remains within the tolerance set.	
Safe and thriving places	STP36	Number of voids - Kettering Area		n/a	58	N/A	71	62	↓G	Lower is better	No target - tracking indicator only	N/A	This indicator provides a snapshot at the month end of the number of void properties in the process. There has been an increase of 3 in number for the Corby area and the Kettering area has decreased the overall number of voids at the end of May has decreased by 6 from April 2023.	
Safe and thriving places	STP36	Number of voids - Corby Area		n/a	85	N/A	87	90	↑					
Safe and thriving places	STP37a	Average time taken to re-let NNC standard void properties		New KPI for 2023-24	60.7 days	60.7 days	62.6 days	60.7 days	↓G	Lower is better	56 days	56 to 60 days	For 2023/24 void properties will be reported by standard and major properties for NNC. The figure reported is the cumulative average turnaround time for those properties let in the month. This will help remove the impact a long term major void has when been empty for a long time and provide a more accurate reflection of void turnaround for standard properties. In May 23 Kettering area let 15 standard void properties and Corby let 14 standard properties, so a total of 29 voids now re-occupied of which had been void for a total of 1,693 days. Whilst the team have adopted the new ways of reporting from 1st April, there is still a number of standard voids coming through for reletting that were not being processed in line with the new target times that have been adopted. It will therefore take a few months to get all of these legacy standard voids through to reletting.	
Safe and thriving places	STP37b	Average time taken to re-let NNC major void properties		New KPI for 2023-24	244 days	244 days	257.5 days	244 days	↓G	Lower is better	No target - tracking indicator only	N/A	In May 23 Kettering area let 2 major void properties and Corby area let 3 major void properties, totalling 1193 days void, this has meant a decrease in the turnaround time from April 23.	
Safe and thriving places	STP08	% of properties with a valid gas safety certificate		TBD	99.7%	N/A	99.7%	99.7%	→	Higher is better	100%	99.5% and above is green, 99% and above is amber	At the end of May 2023 there were 23 properties without a valid gas certificate. In Kettering, 14 properties were out of date as at 31/05/2023. 4 properties have had legal letters. 7 properties have a court date booked for 06/06/2023. 2 properties have a court date booked for 20/06/2023, 1 property was serviced on 23/05/2023 but the certificate needed to be re-issued. This was received on 06/06/2023. We are limited to the number of properties we can take to court each fortnight to obtain right of entry warrants, so this is impacting compliance.	
					7893 out of 7917	N/A	7886 out of 7911	7886 out of 7909						

Adults & Housing

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	March 2022/23	Year to Date 2023-24	April 2023/24	May 2023/24	Direction of Travel (since previous period)	Polarity	Target	Tolerance	Comments
Safe and thriving places	STP04	Number of active households on Keyways (as at 1st month)		n/a	4967	N/A	5146	5119	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	<p>This provides a snapshot of the number of applicants active on the Council's housing Register (Keyways).</p> <p>New applications still remain higher than same time last year, however, the total number of active applications decreased last month due to a large number being moved from active to housed following confirmation from the Keyways landlords that their new tenancies had started.</p> <p>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.</p>
Safe and thriving places	STP05	Number of new Keyways applications received		n/a	752	1208	606	602	↓	N/A - Tracking	N/A - monitoring levels of demand	N/A	<p>The number of applications received remained stable at 602 in May 23, a decrease of 4 from April.</p>
Safe and thriving places	STP39	Number of repair jobs awaiting completion		New KPI for 2023-24	N/A	N/A	1,210	1,453	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	<p>This is a new measure to help monitor the current repairs jobs awaiting completion outside of the backlog jobs listed at the 1/3/23. A snapshot at the end of May shows there was a total of 1,453 repair jobs across Kettering and Corby that are awaiting completion. Within the Corby area there was a significant number of backlog jobs booked in for the month of April which made a good indent on the total outstanding backlog jobs but has created an increase in the number of current responsive repairs awaiting completion. This was a situation that we expected to happen based on the lag between setting up the backlog project team from commencing in May and the 1st March 2023 date for the ring fencing of jobs for the backlog project. The team will monitor closely from now on whether the responsive repairs team are staffed to be able to manage the level of new jobs received each month or not.</p> <p>Name changed for ease of understanding - it was approved as "Repairs backlog - Number of repair jobs awaiting completion"</p>
Safe and thriving places	STP40	Number of repair jobs awaiting completion which are outside of target timescale		New KPI for 2023-24	N/A	N/A	554	670	↑	N/A - Tracking	N/A - monitoring levels of demand	N/A	<p>This is also a new measure to help monitor the current repairs jobs that are outside of target timescale. Again the lag between shifting backlog work off of the regular responsive repairs teams and onto the newly created backlog team is seen as the main reason why there are already a number of jobs post 1st March 2023 that are out of target time. The team will monitor closely from now on whether the responsive repairs team are staffed to be able to manage the level of new jobs received each month or not.</p> <p>Name changed for ease of understanding - it was approved as "Repairs backlog - of which outside of target timescale"</p>

Finance Services

Key Commitment	Ref No.	Description of Performance Indicator	Infographic / Chart	Benchmark	May 2022/23	Year to Date 2023/24	April 2023/24	May 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		96.07% (All English Authorities 2021/22 - LG Inform)	20.10% (YTD) 105.79% achieved of the monthly target (19.00%) £22,759,479.12 (collected in May)	20.19% (YTD) 106.26% achieved of the monthly target (19.00%) £48,895,447.26 (collected in YTD)	10.80% (YTD) 120% achieved of the monthly target (9.00%) £26,153,852.42 (collected in Apr)	20.19% (YTD) 106.26% achieved of the monthly target (19.00%) £22,741,594.84 (collected in May)	↓	Higher is better	98% (Annual target)	No tolerance	Performance is above target and above last year's collection at this stage, which represents a strong start to the year. Close monitoring will continue due to the impact of the cost of living crisis.
Modern Public Services	MPS04	% of business rates collected in the year debit raised		96.33% (All English Authorities 2021/22 - LG Inform)	19.77% (YTD) 104.05% achieved of the monthly target (19.00%) £15,011,366.83 (collected in May)	19.92% (YTD) 104.84% achieved of the monthly target (19.00%) £32,505,002.30 (collected in YTD)	9.84% (YTD) 109.33% achieved of the monthly target (9.00%) £15,890,529.06 (collected in Apr)	19.92% (YTD) 104.84% achieved of the monthly target (19.00%) £16,526,473.24 (collected in May)	↓	Higher is better	98% (Annual target)	No tolerance	Performance is above target and above last year's collection at this stage, which represents a strong start to the year. Close monitoring will continue due to the impact of the cost of living crisis.

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CORPORATE SCRUTINY COMMITTEE 15 August 2023

Report Title	Forecast Draft Outturn for 2023/24 at 31 st May 2023 (Period 2)
Report Author	Janice Gotts Executive Director of Finance and Performance Janice.gotts@northnorthants.gov.uk
Lead Member(s)	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

List of Appendices

Appendix A – Budget Forecast 2023/24 as at Period 2

1. Purpose of Report

- 1.1. The attached report is for consideration by this Committee. It sets out the forecast outturn for 2023/24 at Period 2 and was presented to the Executive at its meeting on 12th July 2023.

2. Executive Summary

- 2.1. This report requests that the Committee to note and comment on the report in Appendix A as presented to the Executive Committee on 12th July 2023.

3. Recommendations

- 3.1. It is recommended that the Corporate Scrutiny Committee:
- a) Note and comment on the report attached as Appendix A.
- 3.2. Reason for Recommendations – to note the forecast outturn position at 31st May (Period 2) for 2023/24 and consider the impact on this year and future years budgets.

4. Report Background

- 4.1. Shown in **Appendix A** is the forecast outturn report as presented to the Executive at its meeting on 12th July 2023. The monitoring report sets out the material financial issues identified since the 2023/24 budget was set in February 2023.

- 4.2. The forecast Outturn position for 2023/24 at 31st May 2023 (Period 2) for the General Fund is an overspend of £7.120m and an overspend of £93k for the Housing Revenue Account, the Dedicated Schools Grant is forecast to be delivered on budget.

5. Issues and Choices

- 5.1. There are no specific choices for this Committee arising from this report. The Committee is requested to scrutinise the financial position in accordance with the Council's Constitution.

6. Implications (including financial implications)

6.1. Resources and Financial

- 6.1.1. The financial implications are set out in the report in Appendix A.

6.2. Legal

- 6.2.1. As outlined in the report in Appendix A.

6.3. Risk

- 6.3.1. As outlined in the report in Appendix A.

6.4. Consultation

- 6.4.1. As outlined in the report in Appendix A.

6.5. Climate Impact

- 6.5.1. As outlined in the report in Appendix A.

6.6. Community Impact

- 6.6.1. As outlined in the report in Appendix A.

7. Background Papers

- 7.1.1. As outlined in the report in Appendix A.

EXECUTIVE 12th July 2023

Report Title	Budget Forecast 2023-24 at Period 2
Report Authors	Janice Gotts, Executive Director of Finance and Performance Janice.gotts@northnorthants.gov.uk
Lead Member	Councillor Lloyd Bunday, Executive Member for Finance and Transformation

Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there public sector equality duty implications?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information (whether in appendices or not)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Applicable paragraph number for exemption from publication under Schedule 12A Local Government Act 1974	

List of Appendices

Appendix A – 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 2023/24 for the Council 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 May 2023 (Period 2) and reflects the views of the Assistant Directors and budget managers within the Directorates.
- 1.3. As part of the ongoing monitoring process, work will continue to examine income and expenditure and activity data, against the available budgets to support the position presented and help to shape the medium-term financial plan.

2. Executive Summary

- 2.1 This report provides commentary on the Council's forecast for the revenue outturn position 2023/24. This is an early indication based on information available as at Period 2 (May 2023) – the forecast position for each of the funds is as follows:
- General Fund - overspend of £7.120m
 - Housing Revenue Account - overspend of £93k.
 - Dedicated Schools Grant is currently forecast to be delivered on budget.
- 2.2 The forecast is based on the emerging data for 2023/24 and the Council will continue to assess and refine the position on a regular basis using the latest intelligence available. The forecast presented in this report is based on the best available data and information of the operations of the Council and represents the view of the Budget Holders and Directors.
- 2.3 In order to help safeguard the financial position of the Council, officers will continue to seek efficiencies in year to offset the forecast overspend. The Council has a contingency budget and reserves available to call on to help fund in-year pressures, however, it will look to achieve alternative mitigations in the first instance.
- 2.4 National factors continue to be challenging and the Council, like its residents and businesses is facing inflationary pressures which impacts on the cost of services with CPI in May 2023 at 8.7%. Alongside this, the Bank of England increased interest rates by 0.5% in June and are now at 5%.

3. Recommendations

- 3.1 It is recommended that the Executive:
- a) Note the Council's forecast outturn position for 2023/24 as summarised in Section 4, alongside the further analysis, risks and other considerations as set out in Section 5 to Section 7 of the report.
 - b) Note the assessment of the current deliverability of the 2023/24 savings proposals in Appendix A.
 - c) Approve the inclusion of £482k from the Climate Reserve to support the development and operation of climate change projects and initiatives as set out in paragraph 5.49.
 - d) Approve an increase in the gross budget of £4.931m to provide support for families and individuals in specific financial hardship to be funded from the Household Support Fund 4 grant of £4.931m as reported to Executive in April. See paragraph 5.69.
- 3.2 Reason for Recommendations – to note the forecast financial position for 2023/24 as at Period 2 and consider the impact on this year and future years budgets.

- 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 2 is a forecast overspend of £7.120m against a budget of £336.590m. This is summarised in the Table below.

General Fund Forecast Outturn 2023/24				
Description	Net Budget	Forecast Position 31/03/24	Forecast Variance 31/03/24	Forecast Variance 31/03/24
	£'000	£'000	£'000	%
Net Available Resources	336,590	336,590	0	0.00
Total Corporate Budgets	30,231	26,525	(3,706)	(12.26)
Children & Education	69,456	78,952	9,496	13.67
Adults, Health, Partnerships and Housing	124,698	125,668	970	0.78
Public Health & Communities	8,184	8,184	0	0.00
Place & Economy	68,630	68,571	(59)	(0.09)
Enabling & Support Services	35,391	35,810	419	1.18
Total Directorate Budgets	306,359	317,185	10,826	3.53
Total Budget	336,590	343,710	7,120	2.12

Note – Favourable variances are shown in brackets.

- 4.2 The forecast position at Period 2 is an overspend of £7.120m. The following table summarises the overspend.

	Report Ref	Net Budget	P2 Forecast Variance	
		£000	£000	%
Children & Education		69,456	9,496	13.67
Assistant Director of Education	5.15	5,195	527	10.14
Commissioning & Partnerships	5.17	981	(118)	(12.03)
Northamptonshire Childrens Trust	5.2	63,280	9,087	14.36
Adult, Health, Partnerships & Housing		124,698	970	0.78
Adult Services	5.33	89,811	0	-
Safeguarding and Wellbeing	5.36	6,577	0	-

	Report Ref	Net Budget	P2 Forecast Variance	
		£000	£000	%
Commissioning & Performance	5.38	25,243	970	3.84
Housing	5.40	3,067	0	-
Public Health & Communities		8,184	0	-
Public Health	5.43	0	0	-
Communities	5.45	8,184	0	-
Place and Economy		68,630	(59)	(0.09)
Assets & Environment	5.48	3,882	(47)	(1.21)
Growth and Regeneration	5.50	3,932	238	6.05
Highways & Waste	5.52	57,332	(140)	(0.24)
Regulatory Services	5.54	2,426	(110)	(4.53)
Directorate Management	5.56	1,058	0	-
Enabling and Support Services		35,391	419	1.18
Finance and Performance	5.57	14,701	50	0.34
Chief Executive's Office	5.59	1,697	0	-
Chief Information Officer	5.61	7,973	369	4.63
Human Resources	5.63	3,861	0	-
Legal Services	5.65	5,113	0	-
Customer Services	5.67	2,046	0	-
Corporate Costs	5.1	30,231	(3,706)	(12.26)
Total		336,590	7,120	2.12

Note – Favourable variances are shown in brackets.

Housing Revenue Account

- 4.3 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.
- 4.4 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.

- 4.5 The Council's overall outturn forecast for the Housing Revenue Account as at Period 2, is a forecast overspend of £93k against the approved budget of £38.752m. This is summarised in the table below and further details are set out in Section 6. It is important to note that this is subject to continual review.

Housing Revenue Account Forecast Outturn 2023/24				
Directorate	Budget			P2 Forecast Variance at 31/03/24
	Expenditure	Income	Net	
	£'000	£'000	£'000	
Corby Neighbourhood Account	21,481	(21,481)	0	43
Kettering Neighbourhood Account	17,271	(17,271)	0	50
Net Position 2022/23 (under)/over	38,752	(38,752)	0	93

Dedicated Schools Grant

- 4.6 The Dedicated Schools Grant (DSG) is a ringfenced grant allocated to Local Authorities by the government to support a range of education related services.
- 4.7 The Council's overall outturn forecast for the DSG as at Period 2, is a forecast Net Spend of £121.200m against the approved budget of £121.200m. This is summarised in the table below and further details are set out in Section 7. It is important to note that this is subject to continual review.

Dedicated Schools Grants Forecast Outturn 2023/24					
Block	Gross Budget	Recoupment	Net Budget	Forecast Net Spend	Variance
	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	3,287	0
High Needs Block	57,851	10,853	46,998	46,998	0
Early Year Block	23,541	0	23,541	23,541	0
Total	354,963	233,763	121,200	121,200	0

National Context

- 4.8 The national, and indeed the global, economy continues to see significant inflationary pressures, with energy prices pushed to record levels, which in turn has contributed to high inflation. The Monetary Policy Committee (MPC) of the Bank of England has taken action to get inflation under control; this in part has resulted in higher interest rates.
- 4.9 The Bank of England increased the Base Rate by 0.50% to 5.00% on the 22nd of June 2023. This was the thirteenth consecutive increase since December 2021 and the rate is at its highest level for 15 years (April 2008 – 5.00%).
- 4.10 The inflation figures for May 2023 saw no or very small movements compared to April 2023. The 12-month CPI figure for May was 8.7% which is unchanged to April. The 12-month RPI figure for May was 11.3% (April – 11.4%).

- 4.11 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.
- 4.12 Further risk to Local Government funding comes from the high street as individuals have less disposable income and businesses face higher energy and supply costs. This poses a risk for the Council's future income generation from business rates should businesses cease to trade. It may also see more people seeking to access Council Tax Support and other financial support which could reduce the overall Council Tax yield. The continued increases in interest rates also have an impact on the number of new homes that are being occupied which can also have an adverse impact on the Council Tax yield.
- 4.13 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.
- 4.14 The context of the national and global economy along with potential changes to the local government financial landscape in the future through reforms are key considerations for the Council as it continues to deliver its services for 2023/24 and will be key considerations in developing the 2024/25 draft budget proposals and the Medium-Term Financial Plan.

5. Overview of Forecast Position 2023/24

Available Resources and Corporate Costs

- 5.1 The Council is responsible for the collection of local taxes (Council Tax and Business Rates). At the end of May 2023 20.19% of Council Tax had been collected (May 2022 – 20.10%). Business Rates collection was 19.92% at the end of May 2023 (May 2022 – 19.77%).

Corporate Resources

- 5.2 The total net budget for Corporate Resources is £30.203m. The composition of the budget together with the forecast variances are shown in the following Table.

Description	Net Budget	P2 Forecast Variance	
		£'000	%
	£'000	£'000	
Corporate Contingency	3,746	0	0.00
Minimum Revenue Provision (MRP)	7,970	0	0.00
Pay Contingency	5,708	0	0.00
Pay and Grading Review	2,479	0	0.00
Insurance	600	0	0.00
Treasury	8,830	(3,706)	(41.97)
Bad Debts Provision	870	0	0.00
Total	30,203	(3,706)	(12.27)

- 5.3 The Councils Corporate Contingency Budget for 2023/24 is £3.746m, which represents around 1% of the net budget. The contingency budget is held to meet unknown or unplanned / unbudgeted costs. At this stage the Contingency Budget is currently assumed to be used in full during the year. This will include inflationary and demand pressures as well as helping to offset the potential additional cost of the pay award, as the offer by the employers already exceeds the pay inflation allowed.
- 5.4 The Minimum Revenue Provision (MRP) reflects the minimum amount a Council must charge to the revenue budget each year to set aside a provision for repaying borrowing. This has been calculated as £7.970m which was an increase of £1.538m from 2022/23 and ensures that the provision is aligned to the MRP policy moving into the medium term.
- 5.5 The Council has set aside £5.708m in 2023-24 as a Pay Contingency to allow for annual increments and potential pay changes of 4%, with the final requirement determined by the outcome of pay negotiations, and the cost of increments. This budget will be allocated in 2023-24 once these have been agreed. The Pay award will exceed the budget as the offer by the employers already exceeds the pay inflation allowed. The forecast outturn will be updated following the conclusion of the national pay negotiations.
- 5.6 Additionally, a pressure of £2.479m was included in the 2023-24 budget, which reflected the initial costings for the implementation of the Pay and Grading review for staff recruited to interim contracts with North Northamptonshire Council, which is predominantly staff that have been appointed since 1st April 2021. Other staff transferred across to the new unitary authority on their existing terms and conditions through TUPE arrangements. The proposals for the new pay and grading structure are yet to be agreed. At this stage the forecast costs are expected to be delivered within budget.
- 5.7 The 2023/24 budget also includes a provision of £600k relating to insurance. This is to help offset the estimated increase in the premium following a review of the future policy requirements. At present this is forecast to be spent at budget level.
- 5.8 The Treasury Management Budget amounts to £8.830m for 2023/24. The composition of the budget and the forecast outturn is as follows:

Description	Net Budget	P2 Forecast Variance
£'000	£'000	£'000
Investment Income	(3,173)	(4,360)
Borrowing Costs	11,273	0
Other Treasury Management costs	730	654
Total	8,830	(3,706)

- 5.9 The movement for investment income reflects the increase in the Bank of England base rate on future investments and is based on an average cash balance of £176m at a weighted average rate of 4.02% for a full year. This offsets the additional pressure of £654k; relating to increased bank charges of £232k, unrealised internal interest income of £267k and recovery of debt management expenses of £155k.
- 5.10 If interest rates remain high over the longer term this will also create risk in relation to acquiring new loans to finance future capital programmes. The current PWLB rate for borrowing over a 30-year period is 5.24%, for every £1m borrowed this would be an additional interest payable of £52,400.
- 5.11 There continues to be risks around the overall cash and loan position for North Northamptonshire, not only from a volatile marketplace, but also due to the outstanding legacy audits for 2020/21 and the disaggregation of the opening position from Northamptonshire County Council. Any changes in these risks and balances will be reflected in future forecasts.
- 5.12 The bad debt provision for 2023/24 amounts to £870k – the bad debts position is based on the age of the debt which reflects the risks associated with the collection of the debt. The increase in budget is forecast to be delivered on budget.

Directorate Budgets

- 5.13 This section of the report provides an analysis of the forecast variations against the 2023/24 General Fund for each of the Directorates as set out in the table at paragraph 4.2.

Children's Services Directorate

- 5.14 The budget for Children's and Education Services includes the Commissioning and Partnerships including Northamptonshire Children's Trust and Education Services not funded by the Dedicated Schools Grant (DSG).

Assistant Director of Education

- 5.15 The **Assistant Director of Education** is responsible for all learning, pupil attainment and achievement and school improvement functions. The forecast outturn position for the **Assistant Director of Education** is set out in the following table.

Assistant Director of Education	£'000
Expenditure	9,669
Income	(4,474)
Net Budget	5,195
Forecast	5,722
Variance	527

5.16 The forecast variance relating to the **Assistant Director of Education** is set out in the following Table and explanations for the variances are provided in the table below.

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Employees	8,057	583	7.24
2	Supplies and Services	1,289	(99)	(7.68)
3	Income	(4,474)	(95)	2.12
4	Other budgets	323	138	42.72
	Total	5,195	527	10.14

- 1) The budget pressures within Education Services predominantly relate 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 an increasing level of demand, a high number of vacancies, and backlog of historic assessments. The service has planned to gradually phase out the existing agency staff from July 2023. This will require recruiting and taking the initiative to actively upskill the existing staff to ensure the future needs of children, young people and their families can be met. Whilst there are service areas with substantial amount of savings on salaries, particularly Educational Entitlement (£317k), Governance (£177k), Specialist Support (£320k) and other minors (£23k), the salary budget forecast pressure in EHC (£1.42m), results in a net pressure of £583k.
- 2) The forecast underspend for supplies and services of £99k relates to the reduced forecast spend on professional fees and hired services in Strategic Planning service area (£103k) and other net minor pressures of £4k. The Strategic Planning is one of the service areas contributing to the significant forecast overspend of £583k on salaries. As such, the forecast underspend of £103k will be used to partly mitigate the service's salary budget pressure.
- 3) Income has a forecast net benefit of £95k 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. There are other net minor pressures of £16k across the services.
- 4) In respect of the other budget areas there has been an increase in the spend against Educational Psychologist Trainees and the service is anticipating an

increased bursaries payment to the respective cohort, resulting in a pressure of £48k. There are other net pressures which amount to £90k.

Assistant Director Commissioning and Partnerships

5.17 The **Assistant Director of Commissioning and Partnerships** leads the commissioning functions for Children's services across North and West Northamptonshire Councils. This includes contract management of the Northamptonshire Children's Trust and the commissioning of education services. The Children's and Education Services remaining with the Council includes the Intelligent Client Function (ICF) for the Northamptonshire Children's Trust and the Local Authority statutory education functions as follows:

- Education Inclusion
- Education Psychology
- Support for children with Special Educational Needs and Disabilities (SEND)
- School Improvement
- Virtual Schools (lead in the North Northamptonshire Unitary Authority)
- School admissions and school place planning
- Early Education and Child Care

5.18 The forecast outturn position for the **Assistant Director of Commissioning and Partnerships** (excluding the Children's Trust) is set out in the following Table.

Assistant Director of Commissioning and Partnerships	£'000
Expenditure	1,014
Income	(33)
Net Budget	981
Forecast	863
Variance	(118)

5.19 The forecast variance relating to the **Assistant Director Commissioning and Partnerships** (excluding the Children's Trust) is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	1,003	(148)	(14.76)
2	Income	(33)	0	0.00
3	Other budgets	11	30	272.73
	Total	981	(118)	(12.03)

- 1) The Commissioning and Partnerships is forecasting an underspend of £148k on staffing. The directorate is currently undertaking a staffing restructure which will include a realignment of budgets across Children's

Services. Whilst the directorate is striving to spend within the approved budget provision, the outcome of the restructure will determine the subsequent forecast spend for the service.

- 2) The service is expecting to receive the budgeted income in full. The income predominantly relates to DSG funding allocation of £30k to Information Advice and Support Service (IASS).
- 3) The service will be responsible for external legal fees to support the contract management of Northamptonshire Children's Trust. This was not initially budgeted, therefore resulting in a pressure of £30k.

Northamptonshire Children's Trust

Northamptonshire Children's Trust	£'000
Expenditure	67,645
Income	(4,365)
Net Budget	63,280
Forecast	72,367
Variance	9,087

5.20 The forecast variance relating to the **Northamptonshire Childrens Trust** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Third Party Payments	67,645	9,087	13.43
2	Income	(4,365)	0	0.00
	Total	63,280	9,087	14.36

5.21 The Northamptonshire Children's Trust delivers children's social care and targeted early help on behalf of North Northamptonshire Council and West Northamptonshire Council. The Councils set the strategic outcomes and priorities and the Trust is responsible for delivering those outcomes. Services provided by the Trust include:

- Targeted early help services to children and families.
- Front door and safeguarding services
- Support and placements for Children in Care
- Support and placements for Disabled Children
- In house fostering and residential provision
- Commissioning of external placements and contracts
- Commissioned legal services and transport for children in care.

5.22 The total contract value for the Childrens Trust is £150.938m. The Councils share of this is £66.654m this reflects how the contract sum is split between

North Northamptonshire Council (44.16%) and West Northamptonshire Council (55.84%).

- 5.23 The Childrens Trust are forecasting an overspend of £20.578m. The cost to the Council based on an overspend of £20.578m is £9.087m. If these pressures are not mitigated this will pose a significant financial risk to the Council. The Trust are looking at potential mitigations, however there is a risk that this position could worsen before year end. A key risk is the delivery of the efficiency savings of £7.632m which formed part of the contract sum. At present, the Trust is forecasting that £6.653m of these savings are at risk of non-delivery, and whilst additional mitigations of £1.114m have been identified, there remains a residual financial risk of £5.539m which could increase the overall pressure from £20.578m to £26.117m. There may be further staff related costs as the result of the continuation of a specialist staffing team if these costs cannot be accommodated within the existing budget. The following table summarises the contract sum and the forecast variances (excluding the risk on savings).

Description	Contract Sum	Forecast Outturn	Forecast Variance	
	£'000	£'000	£'000	%
Staffing	49,732	50,739	1,007	2.02
Other non staffing costs	358	358	0	0.00
Placements	65,376	84,263	18,887	28.89
Contracts	5,001	5,001	0	0.00
Children's Homes	3,767	3,767	0	0.00
Legal	4,788	5,299	511	10.67
Adoption	7,776	7,776	0	0.00
Transport	2,870	3,043	173	6.03
Other care	6,799	6,799	0	0.00
NCT Central - Other budget	(762)	(762)	0	0.00
Support Services / SLA	5,233	5,233	0	0.00
Total	150,938	171,516	20,578	13.63

- 5.24 The main pressure within the Children's Trust relates to placements for children in care – this amounts to £18.887m. 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 Outturn	Forecast Variance	
			£'000	%
In House Fostering	8,532	8,532	0	0.00
Agecny Fostering	16,895	19,445	2,550	15.09
Independent Residential	31,087	36,126	5,039	16.21
Supported Accommodation	3,400	12,605	9,205	270.74
18+ Agency Placements	4,400	6,815	2,415	54.89
Welfare Secure	339	455	116	34.22
UASC	3,812	3,812	0	0.00
Remand Secure	300	533	233	77.67
Income	(3,389)	(4,060)	(671)	19.80
Total	65,376	84,263	18,887	28.89

- 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 and whilst a formal offer has not been made the outturn reflects the financial impact should the offer be agreed. There may be further staff related costs as the result of the continuation of a specialist staffing team if these costs cannot be accommodated within the existing budget.
- 5.26 The legal services budget remains a challenge with increasing demand and additional inflationary costs in this area. The budget forecast is a projected overspend of £511k.
- 5.27 There are also pressures on transport costs of £173k, this is as a result of inflationary pressures above the net contract sum of £2.870m. There is a risk that the inflation on transport costs could be above current levels.
- 5.28 As part of the contract negotiations, it was agreed an amount of £2.243m was included for one off investments – the Council’s share of this was £991k – whilst this is subject to detailed Business Cases being provided from the Trust it is currently forecast that this will be delivered within budget.
- 5.29 The Children’s Trust Budget is monitored in year through regular meetings between officers of both North and West Northamptonshire Councils and the Trust.

Adults, Health Partnerships and Housing

- 5.30 The revenue budget within this section covers Adult Social Services, Health Partnerships and Housing outside the HRA.
- 5.31 Under the 2014 Care Act, local authority Adults Services have a responsibility to make sure that people aged over 18 years who live in their areas are provided with personal day to day care (helping people get dressed, washed, going to the bathroom, eating etc) where they cannot do things for themselves or access family support. The service also provides other physical or psychological support to people with disabilities in order to help them live a full life. The

overriding responsibility is to keep people safe and protect them from harm or neglect.

- 5.32 Care can take many forms and can be provided directly by the Council, through contracted organisations or families can receive a personal budget to buy suitable care for themselves. Although receiving formal or long-term care is subject to people meeting the Council's eligibility criteria, the service also has a key responsibility for helping people to stay independent and preventing or delaying the need for care.

Assistant Director of Adult Services

- 5.33 The **Assistant Director of Adult Services** is responsible for the strategic planning, engagement, operational and statutory delivery of Adult Social Care. This includes the independent care budgets for all people aged over 18 and the social care and reablement teams. The forecast outturn position for the **Assistant Director of Adult Services** is set out in the following table.

Assistant Director of Adult Services	£'000
Expenditure	106,571
Income	(16,760)
Net Budget	89,811
Forecast	89,811
Variance	0

- 5.34 The forecast outturn relating to the **Assistant Director of Adult Services** is set out in the following table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	
Employees	5,647	0	0.00
Third Party payments	86,366	0	0.00
Transfer Payments	13,954	0	0.00
Income	(16,760)	0	0.00
Other budgets	604	0	0.00
Total	89,811	0	0.00

- 5.35 Due to the volatile nature of the Adults Social Care budget, there may be an emerging risk whilst we progress through the financial year. This may include an unexpected increase in demand during the winter period, e.g., an increase in flu and other respiratory diseases, unexpected provider failures, additional pressures from acute hospitals, changes in caseload and adverse weather. Mitigations would be sought to manage these pressures including, in exceptional circumstances, the use of reserves. This is an area the Council will continue to monitor closely.

Assistant Director of Safeguarding and Wellbeing

- 5.36 The **Assistant Director of Safeguarding and Wellbeing** is responsible for the strategic planning, engagement, operational and statutory delivery of key services for Adult Social Care. This includes ensuring services, practice and standards meet statutory requirements and that all professionals work together to deliver Making Safeguarding Personal to promote and secure the safety of local residents. The forecast outturn position for the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table.

Assistant Director of Safeguarding and Wellbeing	£'000
Expenditure	9,046
Income	(2,469)
Net Budget	6,577
Forecast	6,577
Variance	0

- 5.37 The forecast outturn relating to the **Assistant Director of Safeguarding and Wellbeing** is set out in the following table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	%
Employees	7,617	0	0.00
Premise	396	0	0.00
Transport	327	0	0.00
Supplies and Services	706	0	0.00
Income	(2,469)	0	0.00
Total	6,577	0	0.00

Assistant Director of Commissioning and Performance

- 5.38 The **Assistant Director of Commissioning and Performance** is responsible for ensuring services, practice and standards meet statutory requirements and includes the commissioning and monitoring of Adults Social Care external contract. The forecast outturn position for the **Assistant Director of Commissioning and Performance** is set out in the following table.

Assistant Director of Commissioning and Performance	£'000
Expenditure	37,171
Income	(11,928)
Net Budget	25,243
Forecast	26,213
Variance	970

5.39 The forecast variance relating to the **Assistant Director Commissioning and Performance** is set out in following table and explanations for the variances are provided below the Table.

Description	Budget	Forecast Variance	
		£'000	%
Employees	2,405	0	0.00
Third party Payments	33,503	970	2.90
Income	(11,928)	0	0.00
Other	1,263	0	0.00
Total	25,243	970	3.84

- 1) The employee related costs are currently forecast to be delivered on budget.
- 2) The main areas of spend in relation to Third Party Payments are in respect of Better Care fund expenditure and the PPP Shaw contract.

The annual budget for the PPP Shaw contract which is for the provision of six residential care homes across North Northamptonshire for the over 65s is £9.8m. There is a forecast pressure of £970k (9.8%) in relation to this contract. the service is exploring additional mitigations for the pressure. At the time the budget was set it was assumed that the inflationary increase would be £234k this was based on previous trends. The actual increase was based on average weekly earnings up to March 2023.

- 3) The main income sources are the Improved Better Care Fund (£6.8m) and Client Contributions from PPP and Block purchased care provision (£3.7m). Other income sources including multiple minor grants amount to £1.4m, this is forecast to be delivered on budget.
- 4) Other costs amount to £1.263m and is primarily made up of Community Equipment spend, this is forecast to be delivered on budget.

Assistant Director of Housing

5.40 The **Assistant Director of Housing** 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 of Housing** is set out in the following table.

Assistant Director Housing	£'000
Expenditure	9,448
Income	(6,381)
Net Budget	3,067
Forecast	3,067
Variance	0

5.41 The forecast outturn relating to the Assistant Director of Housing is set out in the following table. The forecast at Period 2 assumes that the service will be delivered on budget and that any savings detailed in Appendix A are achieved in year. Savings will continue to be tracked and changes to the deliverability will form part of future reports.

Description	Budget	Forecast Variance	
	£'000	£'000	%
Employees	5,221	0	0.00
Premises	667	0	0.00
Supplies and Services	1,897	0	0.00
Income	(6,381)	0	0.00
Other	1,663	0	0.00
Total	3,067	0	0.00

5.42 All services across Adults, Health Partnerships and Housing undertake regular budget monitoring, track fluctuations in spend, and work to identify additional efficiencies and savings to either mitigate forecasted overspends within the directorate or to contribute to the overall corporate position in year of the Council. Ongoing work continues to identify any further efficiencies, savings or income that can be identified to improve the overall position in-year, to set budgets for the following year, and in contributing to the medium-term financial strategy.

Public Health and Communities

5.43 The **Director of Public Health and Wellbeing** is a statutory officer and the principal adviser on all health matters to elected members, officers, and partners, with a leadership role spanning health improvement, health protection and healthcare public health. This includes delivering core public health services in line with grant funding and statutory requirements.

5.44 The grant is ringfenced and any variances will result in a movement to or from reserves ensuring that all grant conditions are met.

Assistant Director Communities and Leisure

5.45 The **Assistant Director Communities and Leisure** includes libraries, cultural facilities (such as museums, theatres, art galleries and heritage sites), sports and leisure facilities (such as swimming pools, tennis courts, golf, playing pitches, indoor courts/sports halls etc), archaeological archiving and activities and access to parks and open spaces for play and recreation. The Service is also responsible for community grants as well as providing education and outreach services and advice and support, encouraging physical and mental wellbeing of residents through sport and leisure-based activities. The forecast outturn position for the **Assistant Director Communities and Leisure** is set out in the following Table.

Assistant Director Communities and Leisure	£'000
Expenditure	17,077
Income	(8,893)
Net Budget	8,184
Forecast	8,184
Variance	0

5.46 The forecast outturn relating to the **Assistant Director of Communities and Leisure** is set out in following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
Employees	6,532	0	0.00
Premises	3,031	0	0.00
Supplies & Services	4,080	0	0.00
Third Party Payments	3,699	0	0.00
Other	(265)	0	0.00
Income	(8,893)	0	0.00
Total	8,184	0	0.00

Place and Economy Directorate

5.47 The Place and Economy budget covers the following four functional areas plus Management Costs:

- Assets and Environment
- Growth and Regeneration
- Highways and Waste
- Regulatory Services

Assistant Director Assets and Environment

5.48 The **Assistant Director Assets and Environment**, includes Facilities Management, Property Estate Management, Energy and Fleet Management, Grounds Maintenance, Parks and Open Spaces and On and Off-street parking enforcement. It also includes Asset and Capital Management of the Council's corporate assets and capital programmes, together with the effective management of the Council's strategic assets and landholdings. Key income and cost drivers include footfalls to the high street for parking income, number of visitors to parks and heritage sites, demand for commercial rental spaces, use of office space and use of energy. The forecast outturn position for the **Assistant Director of Assets and Environment** is set out in the following table.

Assistant Director Assets and Environment	£'000
Expenditure	25,745
Income	(21,864)
Net Budget	3,881
Forecast	3,835
Variance	(47)

5.49 The forecast variance relating to the **Assistant Director Assets and Environmental Services** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	10,004	0	0.00
2	Premises	9,266	(99)	(1.07)
3	Transport	4,967	(127)	(2.56)
4	Supplies and Services	1,927	73	3.81
5	Third Party Payments	1,098	(59)	(5.38)
6	Income	(21,864)	124	(0.57)
7	Other	(1,516)	41	(2.73)
	Total	3,881	(47)	(1.20)

- 1) Employees is forecast to be delivered on Budget.
- 2) The main areas of spend within Premises are Business Rates (£1.565m), Utilities (£3.426m), Building Repairs and Maintenance (£1.522m), Rents and Services Charges (£985k), Building cleaning (£607k) and other premises costs of £1.161m.

The underspend of £99k relates to a reduction in business rates due to the review of rates revaluation.
- 3) The main areas of spend within Transport relates to Vehicle leasing (£2.918m), Fuel (£1.373m) and other transport costs of £676k.

There is a pressure on the increased cost of fleet leases of £116k is offset by a saving on the current cost of fuel being lower than anticipated of £243k.
- 4) The pressure within Supplies and Services relates to the purchase of equipment and tools for Grounds Maintenance (£73k).
- 5) The saving of £59k predominately relates to a £44k management fee saving for business centres operated by the council, there are other minor net variations of £15k.
- 6) The main income sources are Rent and Leases (£17.217m), Parking Income (£1.680m) and various other forms of income amounting to £2.967m.

There is a pressure of £124k relating to Grant income that the Council had budgeted to receive to fund posts for projects such as Corby Town Funds.

7) Other minor net pressures amount to £41k.

Assistant Director Growth and Regeneration

5.50 The **Assistant Director Growth and Regeneration** includes Planning Services, Economic Development, Growth and infrastructure, Regeneration, Digital Infrastructure, Climate Change and Flood and Water Management. Key income/costs drivers include local demand and volume of Planning services, including major development fees, availability of Planning resources e.g., Surveyors and demand for economic activities. The forecast outturn position for the **Assistant Director of Growth and Regeneration** is set out in the following Table.

Assistant Director Growth and Regeneration	£'000
Expenditure	7,321
Income	(3,389)
Net Budget	3,932
Forecast	4,170
Variance	238

5.51 The forecast variance relating to the **Assistant Director Growth & Regeneration** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget £'000	Forecast Variance	
			£'000	%
1	Employees	5,635	272	4.83
2	Supplies and Services	1,535	(32)	(2.08)
3	Income	(3,389)	0	0.00
4	Other	151	(2)	(1.04)
	Total	3,932	238	6.06

1) There is a pressure of £272k within Employees relating to agency costs to cover vacant posts. The use of agency staff is predominantly covering vacancies due to the restructure of the service and issues with recruiting hard to fill posts, particularly in the Planning Management and Flood & Water Management Teams. Work is underway to recruit to posts through the restructure during 2023/24.

2) There are minor savings of £32k within Supplies and Services.

The Carbon Management Plan was approved by Executive in December 2022, since which the funding of a variety of projects have been agreed from this budget including Corporate Properties Energy and Decarbonisation Surveys, the employment of a Residential Energy Efficiency & Energy

Officer and the funding of battery-operated equipment for Grounds Maintenance. The budget underspend from 2022/23 of £482k was carried forward to 2023/24 a total of £417k has now been committed to these projects and this report includes a recommendation to transfer £482k from the Climate Change Reserve – resulting in a net nil impact to the Council's budget. Subject to Executive agreement this change will be reflected in the Period 3 budget monitoring report.

- 3) The main income sources are Planning Income (£2.773m) and other income which amounts to £616k. This is currently forecast to come in on budget.
- 4) There are minor savings amounting to £2k.

Assistant Director Highways and Waste

5.52 The **Assistant Director for Highways and Waste** includes street cleaning, waste and recycling collections and disposals, including the household waste and recycling centres and Transport Management. The highways services maintain the extensive network of public roads, footpaths, and rights of way, including highway related infrastructure such as streetlights, traffic signals, bridges, gullies, and highway trees. Services also include School Transport and Concessionary fares. Key cost drivers include the tonnes of waste materials collected from households, businesses, and litter bins for recycling and disposal, variations to costs per tonnage, investment on various highway assets, as well as the impact of extreme weather conditions, school age population for school transport and the agility of the older population for concessionary fares. The forecast outturn position for the **Assistant Director of Highways and Waste** is set out in the following Table.

Assistant Director Highways and Waste	£'000
Expenditure	67,125
Income	(9,793)
Net Budget	57,332
Forecast	57,192
Variance	(140)

5.53 The forecast variance relating to the **Assistant Director for Highways and Waste** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
		£'000	£'000	
1	Employees	9,540	(5)	(0.06)
2	Supplies and Services	7,619	250	3.28
3	Transport	20,775	(373)	(1.80)
4	Third Party Payments	30,022	0	0.00
5	Income	(9,793)	(20)	0.20
6	Other	(831)	9	(1.06)
	Total	57,332	(140)	(0.24)

- 1) There is a minor variance on Employees of £5k.
- 2) The overall forecast within Supplies and Services is a pressure of £250k of which £222k relates to the Waste Management Procurement project. The Council currently has a waste disposal contract with Thalia for all kerbside collected general waste which is due to expire in April 2025. There is no allocated budget for the procurement of this project which has resulted in a pressure against supplies and services.
- 3) The main areas of spend within Transport relate to contract payments for Home to School Transport, Social Care Transport and Concessionary payments to transport operators.

The Department for Transport had requested that authorities continue to reimburse bus operators based on the average number of journeys in the winter months prior to the COVID-19 outbreak (December 2019 to February 2020).

The alternative is that the Council reverts to paying bus operators on the actual number of journeys. Reimbursing bus operators based on the average rather than the actual usage is estimated to be between £500k and £700k higher. The Council's support to the bus industry helps safeguard local bus services for residents throughout the pandemic and during the recovery period. This approach was agreed by the Executive at the meeting on 26th August. The forecast underspend is £373k.

The DFT are rebasing the reimbursement methodology for 2024/25 and announcements around this will be made later this year.

- 4) The main areas of spend relate to Waste Disposal (£17.470m), Street Lighting (£6.638m) and Highways Maintenance (£4.157m) and other third-party payments of £1.757. These are currently forecast to come in on budget. There are budgetary challenges with regard to Highways Maintenance and the increased requirement for repairs due to the deterioration of the highway network, together with the effect of inflation on the cost of services. Work is ongoing to identify how the service can be delivered differently in order to remain within the allocated budget; this may require a change in approach to maintaining the highways network.
- 5) There is a minor variance of £20k within income which relates to the Garden Waste subscription service performing better than initially predicted. It is worth noting that whilst subscriptions have gone up the associated costs to deliver the service have also increased.
- 6) There are minor pressures amounting to £9k.

Assistant Director Regulatory Services

- 5.54 The **Assistant Director Regulatory Services** includes Bereavement Services, Building Control, Emergency Planning, Environmental Health, Trading Standards, and the Travellers Unit. The main income and cost drivers include the local economy and market for Building Control income, age/morbidity

demographic rate for bereavement services (burials and cremations), public health demand for Environmental Health services, and legal/statutory obligations for building regulations and licensing. The forecast outturn position for the **Assistant Director of Regulatory Services** is set out in the following table.

Assistant Director Regulatory Services	£'000
Expenditure	6,854
Income	(4,428)
Net Budget	2,426
Forecast	2,316
Variance	(110)

5.55 The forecast variance relating to the **Assistant Director Regulatory Services** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
		£'000	£'000	%
1	Employees	5,186	25	0.48
2	Premises	690	24	3.48
3	Income	(4,428)	(156)	3.52
4	Other	978	(3)	(0.31)
	Total	2,426	(110)	(4.53)

1) There is a pressure of £25k within Employees relating to agency costs in Bereavement services to provide additional staffing required to support service delivery pending the restructuring of the service during 2023/24. An MTFP saving for 2023/24 of £185k for the restructure within Regulatory Services was approved of which £95k has been identified, leaving a pressure of £90k which will be covered by vacancies across the service. Work is currently being undertaken within the service area to deliver the saving.

2) The main areas of spend relate to Grounds Maintenance (£266k), Business Rates (£135k), Utilities (£213k) and other premises costs of £76k.

There are minor pressures of £24k within premises relating to increased business rates and utility pressures in Bereavement Services.

3) The main income sources are Bereavement Services (£2.226m), Building Control Income (£1m), Licensing (£936k), other minor income sources which amount to £266k.

The overall income forecast is a favourable variance of £156k, The forecast outturn for income from Bereavement Services is £233k higher than budget this is reflective of the 2022/23 outturn and activity levels remain similar in 2023/24. This is partially offset by a pressure on Building Control Income where income levels are forecast to be £89k lower than budget with the

forecast being based on 2022/23 activity levels. Other forms of income are forecast to be delivered on budget.

4) There are minor net savings amounting to £3k.

Place and Economy Management

5.56 This area includes the management costs for the Place and Economy Directorate and is forecast to be on budget.

Directorate Management	£'000
Expenditure	1,058
Income	0
Net Budget	1,058
Forecast	1,058
Variance	0

Finance, Performance, Procurement and Revenues and Benefits Service

5.57 The **Finance, Performance and Procurement Service** is responsible for leading the management, development, performance and continuous improvement of all Finance, Audit and Risk services and leading on, all aspects of procurement delivery, category management, commissioning and contract management within the Council. The **Revenue and Benefits Service** is responsible for the collection of both Council Tax and Business Rates and in assessing, awarding and payments of benefits. The forecast outturn position for **Finance, Performance, Procurement and Revenues and Benefits Service** for is set out in the following Table.

Finance, Performance, Procurement and Revenue and Benefits Service	£'000
Expenditure	83,494
Income	(68,793)
Net Budget	14,701
Forecast	14,751
Variance	50

5.58 The forecast variance relating to the **Finance, Performance, Procurement and Revenues and Benefits Service** is set out in following Table. Explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
1	Employees	15,954	0	0.00
2	Supplies & Services	2,617	0	0.00
3	Transfer Payments	64,711	0	0.00
4	Other	212	50	23.58
5	Income	(68,793)	0	0.00
	Total	14,701	50	0.34

- 1) Employees is forecast to be delivered within budget.
- 2) The main areas of spend relate to Audit fees (£0.848m) and Insurance premiums (£1.140m). This is forecast to be delivered on budget.
- 3) The relates to Housing Benefit payments. This is forecast to be delivered on budget.
- 4) Amounts shown within Other costs include payments to the lead authority board (£619k) for shared services provided on behalf of the Council. The forecast pressure of £50k, relates to Account Payable and Accounts Receivable functions.
- 5) The main areas of income relate to Housing Benefit Subsidy and income from the government for the cost associated with the cost of collecting, NNDR & Council Tax income.

Chief Executive's Office

- 5.59 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 deliver and improve 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.

Chief Executive's Office	£'000
Expenditure	1,724
Income	(27)
Net Budget	1,697
Forecast	1,697
Variance	0

- 5.60 The forecast outturn relating to the Chief Executives Office is set out in following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings

will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
Employees	2,051	0	0.00
Supplies & Services	485	0	0.00
Other	(812)	0	0.00
Income	(27)	0	0.00
Total	1,697	0	0.00

Chief Information Officer

- 5.61 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 and 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.

Chief Information Officer	£'000
Expenditure	7,975
Income	(2)
Net Budget	7,973
Forecast	8,342
Variance	369

- 5.62 The forecast variance relating to the **Chief Information Officer** is set out in following Table and explanations for the variances are provided below the Table.

Ref	Description	Budget	Forecast Variance	
			£'000	%
1	Employees	1,855	279	15.04
2	Supplies & Services	2,976	0	0.00
3	Third Party Payments	3,682	90	2.44
4	Other	(540)	0	0.00
	Total	7,973	369	4.63

- 1) Employee cost are forecast to be a pressure of £279k this relates to costs that were previously capitalised that are no longer able to be treated as capital as IT systems are predominately Cloud based which is a revenue cost.
- 2) The main areas of spend relate to software license costs, data line rental and telephone costs. This is forecast to be delivered on budget.

- 3) The main area of spend relates to the shared IT service with WNC. The pressure reflects estimated inflationary increases from the IT SLA with WNC which amounts to £90k.
- 4) Other relates to internal income recharges.

Customer and Governance

Assistant Director of Human Resources

- 5.63 The **Assistant Director of Human Resources** is responsible for the leadership, development and implementation of relevant strategies for the area and council to deliver its corporate HR priorities, including HR Advisory, Workforce Planning & Development, Learning & Development and Health & Safety. The forecast outturn position for the **Assistant Director of Human Resources** is set out in the following Table.

Assistant Director of Human Resources	£'000
Expenditure	5,398
Income	(1,537)
Net Budget	3,861
Forecast	3,861
Variance	0

- 5.64 The forecast variance relating to the **Assistant Director of Human Resources** is set out in following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	
Employees	4,934	0	0.00
Supplies & Services	504	0	0.00
Third Party Payments	418	0	0.00
Other	(458)	0	0.00
Income	(1,537)	0	0.00
Total	3,861	0	0.00

Assistant Director of Legal and Democratic Services

- 5.65 The **Assistant Director of Legal and Democratic Services** is responsible for developing and delivering a strong governance and ethical framework and is responsible for contract management of the legal services provided through Pathfinder Law and the management of the internal Legal Services Team, Democratic & Election Services, FOI & Data Governance and Registration and

the & Coroners Services. The forecast outturn position for the **Assistant Director of Legal and Democratic Services** is set out in the following Table.

Assistant Director of Legal and Democratic	£'000
Expenditure	6,009
Income	(896)
Net Budget	5,113
Forecast	5,113
Variance	0

5.66 The forecast outturn relating to the **Assistant Director of Legal Services** is set out in the following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
	£'000	£'000	
Employees	3,683	0	0.00
Supplies & Services	1,962	0	0.00
Third Party Payments	762	0	0.00
Other	(398)	0	0.00
Income	(896)	0	0.00
Total	5,113	0	0.00

Assistant Director of Customer Services

5.67 The **Assistant Director of Customer Services** is responsible for leading and implementing the transformation and aggregation of all the Customer Service and Complaints teams and is responsible for setting the key priorities and direction for Customer Services and Complaints in line with the corporate plan. The role is also responsible for the leadership, development and implementation of customer and digital strategies for the council, to deliver an improved customer experience and the administration of the 'Blue Badges' parking scheme. The forecast outturn position for the **Assistant Director of Customer Services** is set out in the following Table.

Assistant Director Customer Services	£'000
Expenditure	2,154
Income	(108)
Net Budget	2,046
Forecast	2,046
Variance	0

5.68 The forecast outturn relating to the **Assistant Director of Customer Services** is set out in the following Table. The forecast at Period 2 assumes that this will be delivered on budget and that the savings detailed in Appendix A are achieved

in year. These savings will continue to be tracked, and any impact of the achievability will form part of future reports.

Description	Budget	Forecast Variance	
		£'000	%
Employees	2,862	0	0.00
Supplies & Services	159	0	0.00
Other	(867)	0	0.00
Income	(108)	0	0.00
Total	2,046	0	0.00

Household Support Fund 4

- 5.69 It was reported to the April meeting of the Executive that the Council had received a grant of £4,930,984 from the Department for Work and Pensions (DWP) for the Household Support Fund 4 for distribution across households in North Northamptonshire. This will be allocated, via various packages, to eligible families and individuals in specific financial hardship.

6. Housing Revenue Account

- 6.1 Within North Northamptonshire prior to 1st April 2021 there were two HRA accounts, covering the sovereign Councils of Kettering and Corby respectively. As part of the move to a single unitary council for North Northamptonshire, there was a statutory requirement to create a single HRA for the area. Whilst North Northamptonshire Council must only operate one HRA it will, for a period of time, operate two separate Neighbourhood Accounts (Corby Neighbourhood Account and the Kettering Neighbourhood Account).

Corby Neighbourhood Account

- 6.2 The forecast position for the Corby Neighbourhood Account at the end of Period 2 shows an overspend of £43k. This is summarised in the following Table:

Corby Neighbourhood Account			
	Current Budget 2023/24	Projection P2 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	20,692	20,688	4
Service Charges	641	602	39
HRA Investment Income	148	148	0
Total Income	21,481	21,438	43
EXPENDITURE			
Repairs and Maintenance	6,440	6,440	0
General Management	5,438	5,438	0
HRA Self Financing	2,125	2,125	0
Revenue Contribution to Capital	4,875	4,875	0
Transfer To / (From) Reserves	807	807	0
Special Services	1,014	1,014	0
Other	782	782	0
Total Expenditure	21,481	21,481	0
Net Operating Expenditure	0	43	43

- 6.3 The forecast position for rental income from dwellings at Period 2 is £4k lower than budget – a rent gain of £68k is a result of the Right to Buy Sales being 15 less than the budgeted amount of 50 in 2022/23, resulting in a higher number of dwellings at 1st April 2023 resulting in a higher rental yield; however, this is forecast of be off-set by a shortfall of £72k due to lost income from a higher void rate. RTB sales are currently forecast at 45 due to a reduction in demand for RTBs in the current economic climate. 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 Service Charge Income of £39k is a result of a £19k budget inflationary increase not required on the fixed service charges and £20k of optional emergency alarm charges not taken up in the sheltered schemes and service charges on void properties.

Kettering Neighbourhood Account

- 6.5 The forecast position for the Kettering Neighbourhood Account at the end of Period 2 shows an overspend of £50k. This is summarised in the following Table:

Kettering Neighbourhood Account			
	Current Budget 2023/24	Projection P2 2023/24	Forecast Variance
	£000	£000	£000
INCOME			
Rents - Dwellings Only	16,763	16,713	50
Service Charges	487	487	0
HRA Investment Income	21	21	0
Total Income	17,271	17,221	50
EXPENDITURE			
Repairs and Maintenance	4,632	4,632	0
General Management	2,988	2,988	0
HRA Self Financing	4,986	4,986	0
Revenue Contribution to Capital	3,268	3,268	0
Transfer To / (From) Reserves	(565)	(565)	0
Special Services	1,257	1,257	0
Other	705	705	0
Total Expenditure	17,271	17,271	0
Net Operating Expenditure	0	50	50

- 6.6 The forecast position for rental income from dwellings at Period 2 is £50k lower than budget – a rent gain of £67k is a result of the Right to Buy Sales being 14 less than the budgeted amount of 30 in 2022/23, resulting in a higher number of dwellings at 1st April 2023 resulting in a higher rental yield; however, this is offset by a forecast shortfall of £117k due to lost income from a higher void rate. RTB sales are currently forecast at 30. The number of sales and void rates are areas that will be closely monitored during the course of the year.
- 6.7 There could be further pressures to the two Neighbourhood Accounts as the HRA holds a depreciation charge that recognises the cost of managing and maintaining the Council stock at the current level. This funding represents a revenue cost to the HRA that is then used to support the capital programme to deliver the required enhancements to the stock to keep it fit for purpose. The revenue contribution to capital expenditure as a minimum must equal the depreciation charge and the value of the housing stock has increased resulting in a higher Revenue Contribution to Capital, the actual valuations will be confirmed as part of the final accounts process. These pressures would be mitigated by utilising the attributable debt from Right to Buy Sales.

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 Schools Block is the largest element of the DSG and is allocated to Schools and Academies for day to day spending in their individual budgets.	The Central Schools Block provides funding for local authorities to carry out central functions on behalf of maintained schools and academies.	The High Needs funding system supports provision for Children and Young People with Special Educational Needs and Disabilities (SEND) from their early years to age 25.	The Early Years Block provides funding for 2-, 3- and 4-year-olds.

7.3 The total DSG Budget for 2023/24 amounts to £354.963m. After allowing for recoupment, which is where a local authority's DSG allocation is adjusted to reflect the grant that has been paid direct to academies, the net budget for the Council is £121.200m. The forecast outturn at this very early stage is showing a balanced budget and this is summarised in the following Table:

Dedicated Schools Grants Forecast Outturn 2023/24					
Block	Gross Budget	Recoupment	Net Budget	Forecast Net Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000
Schools Block	270,284	222,910	47,374	47,374	0
Central Schools Block	3,287	0	3,287	3,287	0
High Needs Block	57,851	10,853	46,998	46,998	0
Early Year Block	23,541	0	23,541	23,541	0
Total	354,963	233,763	121,200	121,200	0

7.4 The current forecast is for the DSG to be delivered within the funding envelope. The High Needs Block remains a significant risk and will be an area that will be closely monitored. Should there be any budget pressures in these blocks they will be managed, in the first instance, through available DSG reserves. The forecast outturn is also reported to the Schools Forum.

8. Conclusions

8.1 The forecast for 2023/24 is an overspend of £7.120m based on the position as at the end of Period 2. The Council's contingency budget of £3.746m has not, as yet, been used to mitigate these pressures recognising the risks that remain within the forecast, most notably pay and price inflation. Service Directors will be working to mitigate these pressures in-year, including those of the Children's Trust. The Council also holds earmarked reserves which may be utilised if mitigations are not identified to fund the current pressures.

- 8.2 The key risks which are set out in the report will continue to be monitored and actions sought as required throughout 2023/24. The achievement of the approved savings targets is also integral to this process and will continue to be monitored and reported.

9. Implications (including financial implications)

9.1 Resources, Financial and Transformation

- 9.1.1 The financial implications are set out in this report. The current forecast position for the General Fund is an overspend of £7.120m and the Housing Revenue Account is forecasting an overspend of £91k, the Dedicated Schools Grant is forecasting to come in on budget.

9.2 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).
- 9.2.2 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.

9.3 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.

9.4 Risk

- 9.4.1 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.
- 9.4.2 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.
- 9.4.3 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.

9.5 Consultation

- 9.5.1 The 2023/24 budget was subject to consultation prior to approval by Council in February 2023.

9.6 Consideration by Executive Advisory Panel

9.6.1 Not applicable.

9.7 **Consideration by Scrutiny**

9.7.1 The budget monitoring reports are presented to the Finance and Resources Scrutiny Committee for review after they have been presented to the Executive Committee.

9.8 **Equality Implications**

9.8.1 There are no specific issues as a result of this report.

9.9 **Climate and Environment Impact**

9.9.1 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.

9.10 **Community Impact**

9.10.1 No distinct community impacts have been identified because of the proposals included in this report.

9.11 **Crime and Disorder Impact**

9.11.1 There are no specific issues arising from this report.

10 Issues and Choices

10.1 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.

11 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.

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Children & Education	Assistant Director Education	DFE SEND Review/Multi Agency SEND Self Assessment and Action Plan	Additional resources to meet the increase and clear the back log relating to Education and Health Care Plans. An additional amount of £700k was included in the 22/23 Budget.	(175)	(175)		
Children & Education	Assistant Director Education	Teachers Pensions	Budget Realignment for historical contribution for the Teachers Pensions Fund	(275)			(275)
Children & Education	Assistant Director Education	DSG Funding	Budget Realignment of the DSG contribution towards the historical contribution for the Teachers Pensions Fund	(462)			(462)
Children & Education	Commissioning & Partnerships	Additional Demand - Payments to other Establishments	Disaggregated Additional Demand - Payments to other Establishments Budget for Children, Families and Education, budget not utilised	(691)			(691)
Children & Education	Commissioning & Partnerships	Disaggregated Budget not required	Disaggregated Budget - budget not utilised	(412)			(412)
Adults, Health, Partnerships & Housing	Adult Services	CCG Discharge Packages Covid 19	Reversal of one off Covid Pressure relating to 2021/22	(513)			(513)
Adults, Health, Partnerships & Housing	Adult Services	Strengths based working	Transformation of adult social care pathways and processes to ensure focus on client outcomes, independence, better decision making and best practice approaches to reduce delays and spend.	(587)		(587)	
Adults, Health, Partnerships & Housing	Adult Services	Demographic and prevalence pressures adult social care	Reduction in demand due to Provider transformation Phase 1 - Specialist Care Centre	(1,189)		(1,189)	
Adults, Health, Partnerships & Housing	Adult Services	Staffing	Savings from review of wider staffing budget to fund Social Worker Market Forces	(100)			(100)
Adults, Health, Partnerships & Housing	Safeguarding and Wellbeing	Staffing	Disaggregation of Shared Lives to be managed within the wider provider services staffing	(23)			(23)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Reduction in number of residential placements made in the independent sector owing to increase utilisation beds in PPP properties.	(1,192)		(1,192)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Shaw PPP	Increase utilisation of capacity within Discharge to Access	(1,058)		(1,058)	
Adults, Health, Partnerships & Housing	Commissioning & Performance	Contract Rationalisation	Increasing utilisation of framework providers for homecare and reduction of more expensive spot contracts	(67)			(67)
Adults, Health, Partnerships & Housing	Commissioning & Performance	Staffing	Saving of wider staffing budget to fund PBSS	(125)		(125)	
Adults, Health, Partnerships & Housing	Housing	Homelessness Policy Changes	Harmonisation of Homelessness Policies	(200)			(200)
Adults, Health, Partnerships & Housing	Housing	Maximisation of Grant	Capitalisation of posts for work relating to Disabled Facility Grants	(127)			(127)
Adults, Health, Partnerships & Housing	Director of Public Health	Realignment of Grant	Realignment of grant following disaggregation	(138)			(138)
Public Health & Communities	Communities	Income generation	Fees and Charges - Leisure	(195)			(195)
Public Health & Communities	Communities	Efficiencies	Legacy budgets no longer required	(42)			(42)
Public Health & Communities	Communities	Efficiencies	Review of Strategic Grants	(7)			(7)
Public Health & Communities	Communities	Staffing	Service Transformation	(360)			(360)
Public Health & Communities	Communities	Income Generation	External Funding for Events	(30)			(30)
Public Health & Communities	Communities	Efficiencies	Review of Neighbourhood Centres	(45)			(45)
Public Health & Communities	Communities	Income Generation	Introduce an E-Gym offer	(63)			(63)
Public Health & Communities	Communities	Income Generation	Repurposing of Public Health grant to fund wellbeing posts	(93)			(93)
Public Health & Communities	Communities	Public Health Grant	Grant funding to support services in addressing Public Health needs	(500)			(500)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Place & Economy	Growth & Regeneration	Increase in Fees & Charges	Increase in Fees & Charges	(10)			(10)
Place & Economy	Assets and Environment	Additional income	Garage Income	(10)		(10)	
Place & Economy	Assets and Environment	Assets & Environment redesign	Assets & Environment Service Improvement and Redesign	(95)		(95)	
Place & Economy	Assets and Environment	Grounds Maintenance	Operational changes to grounds maintenance costs & services	(57)		(57)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(15)		(15)	
Place & Economy	Assets and Environment	Grounds Maintenance	Purchase of equipment resulting in reduction in equipment hire charges	(30)		(30)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to cleaning services	(14)		(14)	
Place & Economy	Assets and Environment	Pay/Salaries	Operational changes to Council Buildings.	(31)		(31)	
Place & Economy	Assets and Environment	Rental Income	Additional income from rent reviews across the commercial portfolio.	(80)		(80)	
Place & Economy	Assets and Environment	Enterprise Centre Business Case - Full year effects of previous decisions	Increase in income based on appointed operators business case.	(64)		(64)	
Place & Economy	Growth & Regeneration	Climate Change	Delivery of a range of climate change initiatives to reduce NNC's carbon footprint towards net zero	(250)			(250)
Place & Economy	Highways & Waste	Highways Contract	Demobilisation costs for existing highways contract - reverses one-off pressure which was reflected in the 22/23 Budget	(201)		(201)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Residual Waste	(79)		(79)	
Place & Economy	Highways & Waste	Waste Management	Disposal tonnage - HWRC Wood Waste	(27)		(27)	
Place & Economy	Highways & Waste	Green Waste	Harmonisation of Green Waste Charges	(1,358)			(1,358)
Place & Economy	Highways & Waste	Promote food waste	Benefit of promoting the food waste service in the Corby and East Northants area	(50)		(50)	
Place & Economy	Highways & Waste	Refuse fees & charges	Increase refuse & recycling fees & charges	(135)		(135)	
Place & Economy	Highways & Waste	Highways fees & charges	Increase highways & transport fees and charges	(44)		(44)	
Place & Economy	Highways & Waste	Review Litter bin network	Reduction in street cleaning costs	(5)		(5)	
Place & Economy	Highways & Waste	HWRC Income	Increase income from HWRCs	(153)		(153)	
Place & Economy	Regulatory Services	Restructure	Rationalisation of service provision	(185)		(95)	(90)
Place & Economy	Regulatory Services	Specialist Equipment For Service Delivery	Base budget allocation for incident response released	(280)			(280)
Place & Economy	Regulatory Services	Increase in Fees & Charges	Increase in Fees & Charges	(227)		(227)	
Enabling Services	Finance & Performance	Pensions	Pension - Historical Pension Fund Deficit	(232)			(232)
Enabling Services	Finance & Performance	Pensions	Reduction in Employer's Pension Contribution Rate	(1,890)		(1,890)	
Enabling Services	Finance & Performance	Pensions	Disaggregation of Legacy Pensions	(450)			(450)
Enabling Services	Finance & Performance	Housing Benefit Subsidy	Additional income relating to Housing Benefit Subsidy	(5)		(5)	
Enabling Services	Chief Executive's Office	Staffing	Staff Savings	(7)			(7)

Appendix A

Directorate	Assistant Director	Proposal Title	Proposal Description	2023/24 £000	Red	Amber	Green
Enabling Services	Chief Executive's Office	Communications	Communications - Savings on professional services not utilised.	(3)			(3)
Enabling Services	Chief Information Officer	ICT Disaggregation	Upfront work needed for ICT disaggregation - one-off, reversal of 2022/23 pressure	(100)			(100)
Enabling Services	Chief Information Officer	ICT Contract Rationalisation	Rationalisation of service contracts - largely mobile telephone contracts	(50)			(50)
Enabling Services	Chief Information Officer	ICT application rationalisation	Rationalisation of service usage - largely Microsoft contract	(50)			(50)
Enabling Services	Human Resources	Pay and Grading Review	Delivery of Pay and Grading Review	(120)			(120)
Enabling Services	Legal Services	Fleet	Changes to the operational arrangements for the mayor	(19)			(19)
Enabling Services	Legal Services	Legal Income	Increase in Legal Income target	(150)			(150)
Enabling Services	Legal Services	Upper Tier Legal Services	Anticipated saving from bringing upper tier legal services in house	(100)			(100)
Enabling Services	Customer Services	Customer Services Replacement of Case Management System & Telephone System	Case management system and telephony replacement	(106)		(106)	
Enabling Services	Customer Services	Uniforms	Reduction in Staff Uniforms	(8)			(8)
Enabling Services	Customer Services	Staffing	Transformation Staff Savings	(106)			(106)
Corporate	Corporate	Treasury Management	Reversal of Covid Pressure from 2021/22 for £342k - based on interest recovery by 2023/24	(342)			(342)
Corporate	Corporate	Treasury Management	Additional Income generated from higher than anticipated interest rates	(500)			(500)
Corporate	Corporate	Treasury Management	Reduced costs following the repayment of loans	(109)			(109)
			Total	(16,416)	(175)	(7,564)	(8,677)

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Corporate Scrutiny Committee 15 August 2023

Report Title	Revenues and Benefits Performance Report 2022/23
Report Author	Lucy Hogston Assistant Director of Revenues & Benefits lucy.hogston@northnorthants.gov.uk
Relevant Executive Member	Cllr Lloyd Bunday Executive Member for Finance & Transformation

List of Appendices

None

1. Purpose of Report

- 1.1. To provide Members with an update on the performance of the Revenues and Benefits Service for the 2022/23 financial year.

2. Executive Summary

- 2.1 This report provides an update on the performance of the Revenues and Benefits team for the financial year covering the period 1 April 2022 to 31 March 2023.

3. Recommendations

- 3.1 It is recommended that the Corporate Scrutiny Committee:
- a) Note and comment on the Revenues and Benefits performance data for the financial year covering 1 April 2022 to 31 March 2023.

Reason for recommendation – to enable Corporate Scrutiny to review the annual performance of the Revenues and Benefits Service.

4. Report Background

- 4.1 The Revenues and Benefits team are responsible for the billing and collection of Council Tax and Business Rates and the calculation and payment of Housing Benefit, Local Council Tax Support and Discretionary Housing Payments.
- 4.2 In addition, since the onset of the pandemic the team has also administered a number of business grant schemes on behalf of the Department for Business,

5. Performance

Performance in the collection of Council Tax

- 5.1 Council Tax is a property tax which is levied on the broad capital value of domestic properties. The Valuation Office Agency split all domestic properties into eight bands from A to H, with an amount charged linked to each band. Calculation of the amount payable follows a weighted calculation set by central government. Properties in band A pay two thirds of the tax levied on Band D properties; those in Band H pay twice the tax levied on Band D.
- 5.2 The number of properties within North Northamptonshire has been increasing year on year, at the beginning of April 2022 there were 155,821 properties and this has risen to 157,677 by the end of March 2023, an increase of 1856 properties.
- 5.3 Seventy five percent of properties are in bands A – C inclusive, less than 2% (3,216 properties) are in the top two bands of G and H.
- 5.4 The net debit raised (amount to be collected) after discounts, exemptions and Local Council Tax Support was £228.5m.
- 5.5 The amount of Council Tax collected in the period 1 April 2022 – 31 March 2023 was £221m, which equates to 96.80% of the net debit raised. This is 0.47% above the in-year collection rate achieved for 2021/22. Proactive collection of the outstanding Council Tax for 2022/23 will continue during 2023/24 and onwards.

Performance in the collection of Business Rates

- 5.6 Business Rates are collected from 11,903 businesses properties in North Northamptonshire, with a Rateable Value (RV) of c£328m (as at the end of March 2023).
- 5.7 For billing purposes, a business rates hereditament can be as small as an Automated Teller Machine (ATM) or an advertising space up to the size of an airport or sports stadium. Each hereditament has a separate bill. The Valuation Office Agency (VOA) works out the rateable value (RV) for a property, the Government set national rules and reliefs and the Council calculates and collects the amounts due by applying a multiplier that is set by central government and other calculations where appropriate.
- 5.8 The amount of Business Rates collected in the period 1 April 2022 – 31 March 2023 was £138.9m, which equates to 97.05% of the £141.1m net debit raised. This is 1.28% above the in-year collection rate achieved in 2021/22. Proactive collection of the outstanding Business Rates for 2022/23 will continue during 2023/24 and onwards.
- 5.9 The Council is reimbursed by Government for all mandatory reliefs granted.

Recovery Activity

- 5.10 The Council's recovery strategy is based on engagement with residents; the aim being to ensure payment of accruing liability with an affordable payment arrangement towards any arrears. This ensures debt management and a sustainable approach to debt recovery.
- 5.11 During 2022/23 46,696 reminders (62,039 in 2021/22) and 26,943 final notices (39,272 in 2021/22) for non-payment of Council Tax were issued. For non-payment of Business Rates 2,442 reminders (4,851 in 2021/22) and 739 final notices (2,913 in 2021/22) were issued. It is worth noting that some of our customers will receive more than one reminder and final notice depending on the number of times they fall behind with their payments.
- 5.12 Following on from the reminders/final notices, 13,087 summonses (20,820 in 2021/22) for non-payment of Council Tax and 467 summonses (729 in 2021/22) for non-payment of Business Rates have been issued and liability orders granted by the magistrate's court.
- 5.13 The high numbers of reminders, final notices and summonses during 2021/22 was due to the recovery routine being re-established in May 2021 following a 12 month pause in recovery activity during the Covid-19 pandemic, the recovery cases for 2020/21 were dealt with during 2021/22, hence the reduced numbers during 2022/23.
- 5.14 Court hearings are held monthly, and members of the Council's Social Inclusion Team attend to engage with our customers and provide them with money and debt advice.

Breathing Space

- 5.15 A national debt respite scheme called Breathing Space was brought in to give any individual in problem debt the right to legal protection from their creditors for a short period of time to enable them to reflect and put in place plans on how they could manage the debt and repayments due. There are two types of Breathing Space, which both came into force from the 4th May 2021.
- 5.16 Standard Breathing Space
- Breathing Space will pause enforcement action; freeze interest, fees and charges, and pause creditor contact.
 - Lasts up to 60 days and can apply once a year.
 - It is accessed via professional debt advice.
- 5.17 Mental Health Breathing Space
- Breathing Space includes a Mental Health Crisis Moratorium for those receiving mental health crisis treatment.
 - The protections last for the duration of their crisis treatment, followed by a further 30 days.
 - The Money and Mental Health Policy Institute estimate that the median duration of treatment is 34 days.

- 5.18 The Council has received 123 applications for Breathing Space during 2022/23 that have been supported by professional debt advice services and the Council has paused enforcement action in line with the scheme requirements. This is 42 more applications than the Council received in 2021/22.

Performance in Benefits Administration

- 5.19 At the end of March 2023, the Council was paying out benefit to approximately 17,300 households in North Northamptonshire, the includes Housing Benefit and Council Tax Support claims.
- 5.20 The caseload is made up of 57% working age and 43% pensionable age claimants.
- 5.21 The total amount of Council Tax Support paid out in 2022/23 was £15,987,929.
- 5.22 The Housing Benefit subsidy claim for 2022/23 was £50,611,198.
- 5.23 The performance target for processing new claims and changes of circumstances counts the overall number of days taken to process a claim, including any time associated with claim follow up or request for further evidence.
- 5.24 The performance target for processing new claims is 21 days and changes in circumstances is 9 days, the service achieved 22 days and 5 days respectively during 2022/23. The service is working to achieve the target for new claims going forward.

Discretionary Housing Payments

- 5.25 The Discretionary Housing Benefit scheme provides funding to deal with hardship in situations where Housing Benefit or the Housing Element of Universal Credit does not cover all the rent a person is charged. To qualify for consideration under the scheme the resident must already qualify for Housing Benefit (at least in part) or the Housing Element of Universal Credit.
- 5.26 The government provides councils with a grant amount up to an agreed threshold for such payments and any money not spent in the year in which it relates is returned to government unspent. The Council is able to fund above this amount up to a further threshold, which would have to be funded from the Council's revenue budget.
- 5.27 The grant allocated to North Northamptonshire Council for 2022/23 was £387,317. During the financial year 2022/23, 1,852 applications were received, 934 awards made, and 918 applications refused, totalling a spend of £382,471.

Council Tax Discretionary Discount Section 13A application

- 5.28 Section 13A of the Local Government Finance Act 1992 (as amended by the Local Government Finance Act 2012), provides North Northamptonshire Council with the discretionary powers to reduce Council Tax liability.

- 5.29 The provision allows the Council the discretion to aid Council Taxpayers where either the existing legislation does not provide a discount, exemption or reduction or in circumstances where the Council has decided that the level of discount, exemption or reduction is insufficient.
- 5.30 Section 13A awards will be used to mitigate any unforeseen or exceptional hardship circumstances that threaten taxpayers' ability to pay their Council Tax or to remain in their home.
- 5.31 As there is a financial implication when awarding discounts under Section 13A because the Council has to fund all awards from its own funds without any Government support, any such awards must meet certain criteria to ensure they offer value for money to North Northamptonshire's taxpayers.
- 5.32 For the period 1 April 2022 to 31 March 2023, 301 applications have been received and processed. Resulting in 21 awards totalling £22,718 and 280 refusals.
- 5.33 The majority of those refused either have excess income so it is considered that they are able to afford to make the payments or they did not provide further information that was requested to support their application. No one has appealed the refusals and the service can clearly show individuals the methodology used.
- 5.34 In nearly all the cases the Social Inclusion Team has had a telephone conversation with the customer and has been able to help in other areas such as Discretionary Housing Payment applications, Personal Independence applications and utilities advice etc.

Council Tax Energy Rebate Scheme and Discretionary Fund

- 5.35 On the 3 February 2022, the Government announced a package of support known as the Energy Bills Rebate to help households with rising energy bills. Nationally, this was worth £9.1 billion in 2022/23 and included:
- A £200 discount on the energy bill in Autumn 2022 for domestic electricity customers in Great Britain.
 - A £150 non-repayable rebate for households in England for Council Tax bands A-D, known as the Council Tax Energy Rebate Scheme.
 - £144 million discretionary funding for billing authorities to support households who are in need but are not eligible for the core Council Tax Energy Rebate Scheme or may require top up funding if they are vulnerable, known as the Discretionary Fund.
- 5.36 Council Tax Energy Rebate Scheme – The Council made 130,423 payments totalling £19,653,450.
- 5.37 Discretionary Fund – The Council made 17,328 payments totalling £561,136 (the Council's allocation from central government was £561,385).

Energy Bills Support Scheme (EBSS) Alternative Fund

5.38 The EBSS Alternate Fund is a one-off £400 non repayable discount to eligible households who have not received the main EBSS payment automatically to help with their energy bills as they do not have a direct domestic electricity supply contract but are still facing increased energy costs.

5.39 To date the Council has made 791 payments totalling £286,000.

Alternative Fuel Payment (AFP) Alternative Fund

5.40 The Alternative Fuel Payment (AFP) provides a payment for households that use alternative fuels – such as heating oil, biomass and liquefied petroleum gas (LPG) as their main source of heating.

5.41 To date the Council has made 578 payments totalling £115,600.

5.42 Both schemes closed for applications on the 31 May 2023 (with the exception of customers with corporate appointees using business bank accounts, this was 16 June 2023) with final payments having to be made by 11 August 2023.

Covid-19 Additional Relief Fund (CARF)

5.43 The Government introduced this additional business rate support for businesses affected by Covid-19 but outside the scope of the retail, hospitality and leisure sectors and not eligible for other rates relief during 2021/22.

5.44 The Council was allocated £7,653,788 in funding to support businesses. CARF was awarded to 460 businesses totalling £7,602,689 (99.59% of available grant).

Business Grants

5.45 As reported in the 2021/22 Revenues and Benefits Performance report, a number of business grant schemes were introduced by the Department for Business, Energy and Industrial Strategy (BEIS), following the onset of the Covid-19 pandemic.

5.46 The grants, namely, the Local Restriction Support Grants, Restart Grants and Omicron Grants were administered by the council's Business Rates team (12,336 grant payments totalling £34,898,189). The grant schemes closed at the end of March 2022 and Post Payment Assurance (PPAS) checking of the grants was undertaken by BEIS during 2022/23.

5.47 The purpose of the PPAS checking was for the Council to provide assurance to both itself and BEIS that it had followed the eligibility guidance and so minimised the risk of errors/fraud and over/irregular payments.

5.48 In June 2023, the Council received notification from the Department confirming that none of its business grants sample checked as a part of the PPAS process had been identified as being ineligible and the results of the completed PPAS would be submitted to the National Audit Office.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 There are no resource or financial implications as no proposals are being made.

6.2 Legal and Governance

6.2.1 There are no legal implications as no proposals are being made.

6.3 Relevant Policies and Plans

6.3.1 This report is for information only therefore no proposals are being made.

6.4 Risk

6.4.1 There are no significant risks arising from the proposed recommendation in this report.

6.5 Consultation

6.5.1 The report is for information only therefore no consultation has taken place as no proposals are being made.

6.6 Equality Implications

6.6.1 There are no equality implications arising as no proposals are being made.

6.7 Climate Impact

6.7.1 There is no climate impact arising as no proposals are being made.

6.8 Community Impact

6.8.1 There is no community impact arising as no proposals are being made.

6.9 Crime and Disorder Impact

6.9.1 There are no crime and disorder impacts arising as no proposals are being made.

7. Background Papers

7.1 None

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Corporate Scrutiny Committee 15th August 2023

Report Title	Update on Pay and Grading
Report Author	Adele Wylie, Executive Director of Customer and Governance (Deputy Chief Executive Interim) Marie Devlin-Hogg, Assistant Director HR, marie.devlin-hogg@northnorthants.gov.uk
Relevant Executive Member	Leader of the Council

List of Appendices

- Appendix A - Job Family Framework**
- Appendix B - Proposed Pay Structure**
- Appendix C - Proposed Terms and Conditions**

1. Purpose of Report

- 1.1. The purpose of this report is to outline the NNC proposed pay structure and employment terms and conditions to be recommended for adoption by Full Council.
- 1.2. The report enables Corporate Scrutiny Committee the opportunity to consider the recommended proposals and their financial implications.
- 1.3. A summary of key steps and actions of the pay and grading project is also included for information and context.

2. Executive Summary

- 2.1 The council does not have a pay and grading structure, or a complete set of employment terms and conditions of employment that are specific to NNC. The workforce is currently made up of employees who remain on their previous councils' terms and conditions, protected by TUPE legislation (c60% of the workforce); and employees who are on 'interim' / hybrid North Northamptonshire Council terms and conditions (c40% of the workforce).
- 2.2 TUPE legislation (Transfer of Undertakings Protection of Employment Rights) protects those employees who transferred to North Northamptonshire Council from one of our predecessor councils and who's role has not changed since the

transfer. Employees who are in this position remain on their previous councils' terms and conditions (including salary, pay scales, annual leave, allowances and redundancy pay) until such time that their role is changed significantly, or they apply for a new internal role. For example, if an employee was employed by Corby Borough Council before vesting day on 1st April 2021 and their role has not significantly changed since, they will continue to be employed under Corby Borough Council pay, terms and conditions.

- 2.3 New starters who have joined the council since 1st April 2021, or who have changed roles since that time, have been appointed to 'interim' North Northamptonshire Council pay, terms and conditions. These comprise of a small number of terms and conditions that were agreed before vesting day and those which were inherited from our predecessor councils.
- 2.4 Equal pay and retention considerations mean that it is not sustainable to continue using 'interim' arrangements for new appointments. Equally, the hybrid arrangements do not support the council's ambition to be an employer of choice.
- 2.5 A proposed pay structure for NNC and an accompanying set of terms and conditions have been developed, in consultation with the councils recognised trade unions and shared with employees. These have been designed to support the attraction and retention of skilled employees and provide a robust defence against potential equal pay claims.
- 2.6 For clarity, employees who transferred from a previous council and whose role has remained the same, will not be impacted by the new pay and grading arrangements. TUPE legislation does not allow for a unilateral move of all employees to the proposed NNC pay, terms and conditions, often referred to as "harmonisation".

3. Recommendations

- 3.1 It is recommended that the Corporate Scrutiny Committee:
 - a) Consider the report and the recommended pay, terms and conditions and provide feedback.
 - b) Make recommendations to Council, the decision maker for this matter.
- 3.2 Reasons for Decision
- 3.3 Implementing a new pay structure and terms and conditions for North Northamptonshire Council is an important decision, which will shape our workforce of the future. It is essential therefore that there is good scrutiny of the decisions that will be brought to members to determine.
- 3.4 Decisions relating to new pay and grading arrangements have significant financial implications for the Council and whilst these have been built into the Medium-Term Financial Plan, Corporate Scrutiny have a key role in reviewing what these implications look like and mean for the Council.

4. Report Background

- 4.1 North Northamptonshire Council was legally formed on 1st April 2021. This date is commonly referred to as “Vesting Day” and is the day in which the Borough Council of Wellingborough, Corby Borough Council, East Northamptonshire District Council, Kettering Borough Council and Northamptonshire County Council were abolished and replaced by the new North Northamptonshire Council. The abolished councils are referred to as “Predecessor Councils”.
- 4.2 The shadow North Northamptonshire Council, which was established prior to the 1st April 2021, agreed a small number of employment terms and conditions to ensure that the council was able to operate effectively from an employment perspective from day one. The shadow council also agreed to adopt the following National Pay arrangements (including national pay awards and annual increments):
- NJC (‘Green Book’) for most employees. The National Joint Council (NJC) is a negotiating body made up of unions and local government employers – it negotiates local government pay in England, Wales and Northern Ireland.
 - Chief Executive / Chief Officer pay arrangements for Corporate Leadership Team members.
 - Soulbury (‘Blue Book’) for educational psychologists and school improvement professionals (*Schoolteachers are employed on statutory teacher pay and conditions*).
- 4.3 Since Vesting Day, the pay and grading project team have been negotiating and consulting with the council’s recognised Trade Unions on the outstanding pay, terms and conditions; as well as regularly briefing the Corporate Leadership Team, the Executive, elected members and employees.
- 4.4 Developing a new pay structure and accompanying set of terms and conditions is an incredibly complex undertaking, especially in a large organisation that has a considerable number of roles and services. The first task was the design of a job family framework to underpin a sustainable pay and grading structure. In simple terms, the job family framework orders all the roles across the council into a distinct number of job families. NNC proposes 9 job families and all roles (except for Soulbury and Teacher roles) within NNC fit into at least one of these job families.
- 4.5 A job family is a group of roles with similar characteristics, which are engaged in similar type work, for example, business administration, although the level of accountability, skill and competence will differ from role to role, depending on scope and range of responsibilities required. To measure this objectively, it is necessary to use a job evaluation scheme.
- 4.6 Job evaluation is a systematic method that is used to determine the relative size of jobs across an organisation. The aim of job evaluation is to compare jobs with each other to create a pay structure that is fair, equitable, and consistent for everyone.
- 4.7 Prior to unitary, the shadow council agreed to adopt two job evaluation schemes, the NJC evaluation scheme for most roles and the HAY evaluation scheme for senior roles.

- 4.8 As stated, the evaluation schemes measure the level a role sits within a job family by awarding points for various factors, such as the knowledge and qualifications required to do the role, line management responsibilities and physical demands. Generally, the higher the overall score a role receives, the higher the level within the job family and the higher the salary.
- 4.9 A summary of the proposed job families for NNC can be found in Appendix A.
- 4.10 The NNC proposed pay structure has 17 levels, which cover all roles in the organisation, with level 17 being the Chief Executive role. This translates to 17 pay grades/ bands. Within each pay band there are incremental pay points, designed so that employees can develop and grow in their role.
- 4.11 The pay structure has been designed with several key principles:
- the number of steps in the pay bands reflects a best practice pay and grading structure, the organisational structure and the scope and responsibilities of the roles at each level
 - a clear gap between each pay band to provide:
 - a notable increase in pay when taking on a role with bigger responsibilities;
 - encouragement to progress a career with NNC through supporting clear career pathways;
 - a competitive pay structure to attract and retain employees as part of our commitment to being an employer of choice; and
 - one consistent and transparent pay scale that extends beyond NJC and covers all roles within our organisation up to and including the Chief Executive.
- 4.12 The national NJC pay spine currently starts at spinal column point 2 (£20,441 per annum (£10.60 /hr) and stops at spinal column point 43, and employers who adopt the national pay arrangements have some flexibility to determine which pay points they adopt and where they wish to start and end their pay spine.
- 4.13 The proposed NNC pay scale starts at £21,575 per annum (£11.18 / hour). This is based on 2022 pay values as the 2023 NJC pay award has not yet been agreed at the time of writing. This is equivalent to spinal column point 5 on the national NJC pay scale. Benchmarking through looking at neighbouring councils, indicates many start their pay structures at the equivalent of NJC SCP 3 and 4 (£10.79 /hr and £10.98 / hr). Furthermore, the (statutory) national living wage is £10.42 and the foundation living wage is £10.90. Starting at a higher spinal column point of (£11.18 / hour) in the NNC pay spine will provide a competitive advantage in recruiting and retaining talent in the organisation, as well as supporting employees at the lower end of the pay-spine.
- 4.14 A detailed breakdown of the proposed pay spine is shown in Appendix B.

Next Steps

- 4.15 Pending agreement at Council to adopt the proposed pay, terms and conditions, employees on the 'interim' terms will be moved across to the new arrangements.

To do this, their job will need to be evaluated. This activity is expected to be completed by November / December 2023.

- 4.16 There are three outcomes for employees on the 'interim' terms and conditions, following assimilation to the new pay structure: pay could decrease, remain the same or increase. Where pay is proposed to decrease, a 2-year period of pay protection will apply.
- 4.17 Employees on TUPE protected terms and conditions will see no change and will remain on their current terms and conditions. Over time the council should expect more and more employees to move onto the NNC terms and conditions as roles are transformed, employees move to new internal roles and new starters join the organisation.

5. Issues and Choices

- 5.1 The council could choose to continue to employ people on 'interim' terms and conditions. However, this could leave the council open to equal pay claims and would therefore be considered unsustainable.
- 5.2 The council could choose to start its pay spine at a lower pay point and decrease the pay differential between pay bands. However, this is likely to impact NNC's ability to attract and retain good employees; or remain competitive in the local and national staffing market.

6. Implications (including financial implications)

6.1 Resources, Financial and Transformation

- 6.1.1 Moving employees on interim terms and conditions to the proposed pay structure will require investment into the base salary budget. The annual percentage increase on this section of the pay bill (i.e. for those employees impacted) is as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5
Pay and Grading Investment	4.6%	5.1%	4.6%	4.5%	4.1%

- 6.1.2 The Financial implications of assimilating employees who are on 'interim' terms and conditions are as below. Finance officers working on this project have produced detailed estimates of these financial implications and this work has informed the associated provisions made within the 2023/24 budget and MTFP. The following tables identify the annual movement required in the MTFP and are, therefore, cumulative. Note, these estimates are predicated on a notional implementation of 1st November 2023 although this is now likely to be 1st February 2024. This will impact the timing but not the value of the estimated associated costs.

High Level Costs - Assumed Implementation Date 01/11/2023

finance and investment data based on the updated (scp5) pay structure

	General Fund			
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Pay and Grading Project				
Staff on interim T&C's net increase in pay including on costs (GF)	482	713	71	(5)
Staff on interim T&C's Pay Protection (GF)	43	60	(43)	(60)
Vacancies estimate (GF)	329	458	(27)	(73)
Total financial impact for staff on interim T&C's (GF)	854	1,230	2	(137)

	Housing Revenue Account			
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Pay and Grading Project				
Staff on interim T&C's net increase in pay including on costs (HRA)	14	26	12	3
Staff on interim T&C's Pay Protection (HRA)	11	15	(11)	(15)
Vacancies estimate (HRA)	19	21	(10)	(3)
Total financial impact for staff on interim T&C's (HRA)	43	62	(8)	(15)

	DSG			
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Pay and Grading Project				
Staff on interim T&C's net increase in pay including on costs (DSG)	10	14	(0)	(1)
Staff on interim T&C's Pay Protection (DSG)	0	0	0	0
Total financial impact for staff on interim T&C's (DSG)	10	14	(0)	(1)

6.2.1 TUPE legislation has been considered as part of these proposals. TUPE protects employees at the point of transfer to an organisation and means that terms and conditions remain the same unless there is an economic, technical or organisational reason to change these. Usually this would be in the form of a restructure, a significant change in the role or where the employee voluntarily applies for a new role.

6.3 Relevant Policies and Plans

6.3.1 This report supports the corporate plan to becoming an employer of choice

6.4 Risk

6.4.1 There are no significant risks arising from the proposals in this report.

6.4.2 There is a risk to the council if the proposed pay structure and terms and conditions are not implemented. These include equal pay claims and the inability to attract and retain good employees.

6.5 Consultation

6.5.1 Extensive consultation and negotiations have been undertaken with the councils recognised Trade Unions, informally since April 2021, and formally between September 2022 and May 2023.

6.5.2 The proposals have also been shared with managers and employees with over twenty briefing and drop-in sessions between 13th June and 3rd August. During this time no comments or feedback have been received that relate to amending the proposed pay structure or terms and conditions. Employees have expressed concern that those on TUPE protected terms and conditions won't be harmonised onto the proposed terms and conditions, however this is constrained by TUPE legislation.

6.6 Equality Implications

6.6.1 An equality impact assessment has been undertaken on the proposed pay structure. This has involved comparing the current pay structures inherited from the sovereign councils with the proposed pay structure with regards to gender (Percentage Female to Male Pay) and Age. The proposed pay structure is more equitable on both accounts.

6.7 Climate and Environment Impact

6.7.1 There are no climate and environment impacts arising from the proposals.

6.8 Community Impact

6.8.1 There is no community impact arising from the proposals.

6.9 Crime and Disorder Impact

6.9.1 There are no crime and disorder impacts arising from the proposals.

7. Background Papers

7.1 N/A

Appendix A

Page 1 - Job Family structure

Page 2 – Job Family role descriptors

Job Family structure

Family		Levels																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
BA	Business Administration		BA2	BA3	BA4	BA5	BA6											
CA	Customer Assistance	CA1	CA2	CA3	CA4	CA5	CA6	CA7	CA8	CA9	CA10							
CW	Care and Welfare		CW2	CW3	CW4	CW5	CW6	CW7	CW8	CW9								
LS	Learning Support	LS1	LS2	LS3	LS4	LS5	LS6	LS7	LS8	LS9	LS10	LS11						
OI	Operational and Infrastructure	OI1	OI2	OI3	OI4	OI5	OI6	OI7	OI8	OI9	OI10	OI11						
OM	Operational and Maintenance	OM1	OM2	OM3	OM4	OM5	OM6	OM7	OM8	OM9	OM10	OM11						
PS	Professional Support			PS3	PS4	PS5	PS6	PS7	PS8	PS9	PS10	PS11						
RT	Regulatory and Technical		RT2	RT3	RT4	RT5	RT6	RT7	RT8	RT9	RT10	RT11						
SM	Strategic Management												SM12	SM13	SM14	SM15	SM16	SM17

Job Family Descriptors

BA	Business Administration	Business Administration roles support their teams and wider work groups by carrying out procedural and administrative tasks or manage those that do. Job holders' training and experience in a wide range of office and ICT skills, incorporating the particular tasks, tools and techniques of their working area, allow them to be deployed flexibly within the organisation. The principal responsibility of Business Administration family job holders is to support the work of their colleagues by operating and/or managing the business systems that optimise service delivery in their area.
CA	Customer Assistance	Customer Assistance roles are generally providers of front line procedural advice and assistance to our residents and service users, or manage those that are. Often the public face of the organisation, Customer Assistance colleagues exchange factual information in the context of public facing functions and facilities.
CW	Care and Welfare	Care and Welfare roles provide professional advice, guidance, practical assistance and statutory care to the vulnerable adults and children of our communities who depend upon the organisation for services. They may personally carry out caring, social care or support related tasks or manage those that do. It is personal interactions that are at the centre of these roles.
LS	Learning Support	Learning Support roles provide or enable front line teaching, teaching support, instructing and training delivery in a range of disciplines and across a variety of settings. Many Learning Support roles will have professional or academic qualifications and be responsible for designing and delivering learning interventions to adult and children service users and our own employees or manage those that do.
OI	Operations and Infrastructure	Operations and Infrastructure roles provide primary services directly or indirectly to the benefit of customer, colleagues or residents, typically in relation to the highways, associated assets, open spaces, grounds maintenance, refuse and council owned vehicles, plant and tools the organisation owns and/or manages. Many Operations and Infrastructure jobs will include a physical component to their role or entail the management of those that do.
OM	Operational and Maintenance	Operational and Maintenance roles provide primary services directly or indirectly to the benefit of customers, colleagues or residents, typically in relation to the land, buildings, tools and equipment the organisation owns and/or manages. Many Operational and Maintenance jobs may include a physical component to their role or entail the management of those that do.
PS	Professional Support	Professional Support roles are responsible for the delivery of organisational functions, which enable the business to continue to operate effectively. These roles are typically internally focused, working with or enabling service areas to operate, by providing, advice, guidance and support through the use of their professional specialism.
RT	Regulatory and Technical	Regulatory and Technical roles carry out a range of responsibilities and operational tasks related to their particular area of expertise. These roles are wide-ranging and will use their specialist knowledge to adhere to stringent statutory and technical legislation and will provide advice, guidance and support to customers and service users. Many Regulatory and Technical roles have responsibility for ensuring internal and external customers comply with regulations on behalf of the organisation.
SM	Strategic Management	Strategic Management roles bear both accountability and responsibility for the strategic direction of the organisation and the delivery of statutory and elective aims. Strategic Management roles will have significant responsibilities for broad functional areas.

Each level in a job family will have a role profile to describe the requirements of that level of role in job evaluation terms. The role profiles will be used to match individual roles against a job family and level.

Final Proposal: North Northamptonshire Council Pay Bands

*22/23 NJC pay point values

Pay Band	NNC SCP	NJC SCP	FTE Pay *	Hourly Rate *	Increment Step	Grade Step
1	1	5	£21,575	£11.18		
	2	6	£21,968	£11.39	1.8%	
2	3	9	£23,194	£12.02		5.6%
	4	10	£23,620	£12.24	1.8%	
3	5	13	£24,948	£12.93		5.6%
	6	14	£25,409	£13.17	1.8%	
	7	15	£25,878	£13.41	1.8%	
4	8	18	£27,344	£14.17		5.7%
	9	19	£27,852	£14.44	1.9%	
	10	20	£28,371	£14.71	1.9%	
5	11	23	£30,151	£15.63		6.3%
	12	24	£31,099	£16.12	3.1%	
	13	25	£32,020	£16.60	3.0%	
6	14	27	£33,820	£17.53		5.6%
	15	28	£34,723	£18.00	2.7%	
	16	29	£35,411	£18.35	2.0%	
	17	30	£36,298	£18.81	2.5%	
7	18	32	£38,296	£19.85		5.5%
	19	33	£39,493	£20.47	3.1%	
	20	34	£40,478	£20.98	2.5%	
	21	35	£41,496	£21.51	2.5%	
8	22	37	£43,516	£22.56		4.9%
	23	38	£44,539	£23.09	2.4%	
	24	39	£45,495	£23.58	2.1%	
	25	40	£46,549	£24.13	2.3%	
9	26	42	£48,587	£25.18		4.4%
	27	43	£49,590	£25.70	2.1%	
	28		£50,631	£26.24	2.1%	
	29		£51,695	£26.79	2.1%	
10	30		£53,762	£27.87		4.0%
	31		£54,891	£28.45	2.1%	
	32		£56,044	£29.05	2.1%	
	33		£57,221	£29.66	2.1%	
11	34		£59,510	£30.85		4.0%
	35		£60,760	£31.49	2.1%	
	36		£62,036	£32.15	2.1%	
	37		£63,338	£32.83	2.1%	
12	38		£65,872	£34.14		4.0%
	39		£67,255	£34.86	2.1%	
	40		£68,668	£35.59	2.1%	
	41		£70,110	£36.34	2.1%	
13	42		£76,425	£39.61		9.0%
	43		£79,425	£41.17	3.9%	
	44		£82,425	£42.72	3.8%	
	45		£85,625	£44.38	3.9%	
14	46		£89,175	£46.22		4.1%
	47		£92,175	£47.78	3.4%	
	48		£95,425	£49.46	3.5%	
	49		£98,675	£51.15	3.4%	
15	50		£106,925	£55.42		8.4%
	51		£110,925	£57.50	3.7%	
	52		£114,925	£59.57	3.6%	
	53		£118,925	£61.64	3.5%	
16	54		£135,925	£70.45		14.3%
	55		£139,425	£72.27	2.6%	
	56		£142,425	£73.82	2.2%	
	57		£145,925	£75.64	2.5%	
17	58		£174,925	£90.67		19.9%
	59		£179,175	£92.87	2.4%	
	60		£183,425	£95.07	2.4%	
	61		£187,675	£97.28	2.3%	

NJC t&c's

local extension to NJC t&c's (up to below Deputy Chief Officer)

Chief Officer t&c's

Chief Exe t&c's

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Terms and conditions

Overtime	Rates paid for working more than 37 hours/week <u>Mon-Sat:</u> time and a half <u>Sun, Public or extra Statutory holidays:</u> double time	Eligible roles at Pay Bands 1 – 5 (NNC pay points 1-13) (NJC scps 5 - 25)
Enhanced rates	Rates paid for working on a Saturday, Sunday, at night, on public holidays <u>Standard (8am-8pm)</u> Monday to Saturday: x 1.0 Sunday: x 1.5 Bank Holiday: x 2.0 plus time off with pay <u>Night (8pm-8am)</u> Monday to Saturday: x 1.33 Sunday: x 1.83 Bank Holiday: x 2.33 plus time off with pay	
Sleeping in allowance	Employees required to sleep in on the premises and up to 30 minutes call out per night, after which the additional hours provisions will apply NJC rate @ 1 April 2022 = £39.24	
Annual Leave	28 days (plus an additional 2 days after 2 years' service and a further 3 days after 5 years') will apply to all other job families (Levels 1-11) and all other Soulbury roles 29 days (plus an additional 2 days after 2 years' service and a further 3 days after 5 years') will apply to roles within the Strategic Management job family (Levels 12-17) and senior Soulbury roles (Principle Educational Psychologist and Senior School Improvement Manager)	

Notice periods	<p>Contractual notice periods:</p> <ul style="list-style-type: none"> • Pay Bands 1 - 6 - 1 month • Pay Bands 7 - 10 and all other Soulbury pay ranges - 2 months • Pay Bands 11 - 17 & Soulbury Scale B/SIM/SSIM pay ranges - 3 months <p>Statutory notice period will apply to any employer-served notice period, where it is greater than the contractual notice.</p>
Pay Progression	<ul style="list-style-type: none"> • Strategic Management job family (Levels 12-17) & senior Soulbury (Principal Education Psychologist and Senior School Improvement Manager) roles - performance based incremental progression • All other job families (Levels 1-11) and other Soulbury roles – automatic incremental progression
Pay Protection	2 years pay protection at 100% protection
Redundancy Pay	<p>The level of enhancement applied to the statutory redundancy pay scheme</p> <p>Statutory weeks (based on age) and length of service (capped at 20 years), but calculated:</p> <ul style="list-style-type: none"> • using actual contractual gross weekly pay (rather than limited to the statutory weekly pay cap) • applying a multiplier 1.5 on the statutory scale (the number of weeks' pay for every year of service)
Job Evaluation Scheme	<p>The allocation of the Hay and NJC job evaluation schemes to the NNC job family levels/pay grades.</p> <ul style="list-style-type: none"> • Hay job evaluation scheme will underpin roles within the Strategic Management job family (Levels 12-17) • NJC job evaluation scheme will underpin role in all other job families (Levels 1-11)